2016-2017 DRAFT INTEGRATED DEVELOPMENT PLAN

Fourth review of the third-generation IDP (2012-2017), as prescribed by Section 34 of the Municipal Systems Act, 2000





TABLE OF CONTENTS

LIST OF ABBREVIATIONS **9**

EXECUTIVE MAYOR'S FOREWORD **10**

MUNICIPAL MANAGER'S FOREWORD **14**

CHAPTER 1 ..... **16**

1.1 INTRODUCTION 17
1.2 THE ROLE AND PURPOSE OF THE IDP 18
1.3 LEGAL FRAMEWORK FOR THE REVISION OF THE IDP 19
1.4 A CURSORY GLANCE AT THE BREEDE VALLEY 20
1.5 STRATEGIC FRAMEWORK OF THE IDP 22
1.6 PROCESS PLAN FOR REVISION ADOPTED BY COUNCIL 24
2.1 SOCIO-ECONOMIC PROFILE 33
2.2 DEMOGRAPHIC PROFILE 34
2.3 DISTRIBUTION BY GENDER AND AGE 36
2.4 EDUCATIONAL STATISTICAL INFORMATION 37
2.5 HEALTH STATISTICAL INFORMATION 39
2.6 SAFETY AND SECURITY 43
2.7 HOUSEHOLD INCOME 44
2.8 SOCIAL GRANTS 44
2.9 LABOUR – STATISTICAL INFORMATION 45
2.10 KEY ECONOMIC SECTORS AND EMPLOYMENT BY INDUSTRY 46
2.11 HUMAN SETTLEMENTS 47
2.12 ACCESS TO FREE BASIC SERVICES 54
2.13 KEY DEVELOPMENT CHALLENGES IDENTIFIED DURING WESTERN CAPE GOVERNMENT JOINT PLANNING INITIATIVE 54
3.1 SWOT ANALYSIS 66
3.2 STRATEGIC OBJECTIVES 68
3.3 STRATEGIC FOCUS AREAS AND FUNCTIONAL PRIORITIES 72
4.1 COUNCIL 81
4.2 THE EXECUTIVE MAYORAL COMMITTEE 83
4.3 THE EXECUTIVE MANAGEMENT STRUCTURE 84
4.4 DEPARTMENTAL FUNCTIONS 85
4.5 MUNICIPAL WORKFORCE 87
4.6 SKILLS DEVELOPMENT 90
4.7 MUNICIPAL ADMINISTRATIVE AND INSTITUTIONAL CAPACITY 90
4.8 INTERGOVERNMENTAL RELATIONS 92
5.1 LEGISLATION 95
5.2 BACKGROUND TO PUBLIC PARTICIPATION PROCESS 95
5.3 MECHANISMS AND PROCESSES 95
5.4 LEVELS OF INVOLVEMENT 99
5.5 MUNICIPAL SECTORS 101

5.6 STRUCTURED COMMUNITY CONSULTATION 102
5.7 NATIONAL AND PROVINCIAL SECTOR DEPARTMENTS 109
6.1 FINANCIAL PERFORMANCE 111
6.2 PERFORMANCE AGAINST IDP OBJECTIVES 112
6.3 ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET 118
6.4 INSTITUTIONAL PERFORMANCE 121
6.5 STAKEHOLDER INPUT 125
6.6 MUNICIPAL TURNAROUND STRATEGY 144
6.7 BACK-TO-BASICS 145
6.8 REGIONAL SOCIO-ECONOMIC PROGRAMME (RSEP) 145
7.1 INTRODUCTION 156
7.2 LEGISLATIVE FRAMEWORK 157
7.3 FINANCIAL STRATEGY 157
7.4 RATING INFORMATION 159
7.5 ACCOUNTABILITY FRAMEWORK 160
7.6 STRATEGIC FINANCIAL PLANNING 161
7.7 BUDGET 161
7.8 REVENUE MANAGEMENT STRATEGIES 169
7.9 EXPENDITURE MANAGEMENT STRATEGIES 170
7.10 DEBT MANAGEMENT 170
7.11 CASH MANAGEMENT 171
7.12 INTERNAL CONTROL FRAMEWORK 171
7.13 BREEDE VALLEY MUNICIPALITY INVESTMENT PLAN 172
7.14 FINANCIAL INFORMATION 173
7.15 ASSET MANAGEMENT POLICY 184
7.16 EMBARKING ON A LONG-TERM FINANCIAL STRATEGY 186
8.1 SPATIAL DEVELOPMENT FRAMEWORK 223
8.3 LOCAL ECONOMIC DEVELOPMENT 230
8.3 INTEGRATED HUMAN SETTLEMENTS 233
8.4 ELECTRICITY 240
8.5 WASTE MANAGEMENT 243
8.6 WATER SUPPLY AND NETWORKS 252
8.7 SEWERAGE NETWORKS AND PURIFICATION 253
8.8 MUNICIPAL ROADS 254
8.9 PARKS AND SPORTS FILEDS 255
8.10 CEMETERIES 256
8.11 TRAFFIC AND LIBRARIES 257
8.12 BREEDE VALLEY COMMUNITY SAFETY FORUM PROJECT PLANNING 263
8.13 RECORDS MANAGEMENT 265
8.14 DISASTER MANAGEMENT 273
8.15 AIR QUALITY MANAGEMENT PLAN 285
8.16 WATER SERVICES DEVELOPMENT PLAN 285
8.17 INTEGRATED TRANSPORT MANAGEMENT PLAN 286

9.1 Performance Management 288
9.2 Organisational Level 289
9.3 Individual level 289
9.4 Key Performance Indicators (KPIs) 290
9.5 Performance Reporting 290
9.6 Overall actual performance of indicators for the mid-year ending 31 December 2015 291
9.7 Actual performance per strategic objective of indicators for the mid-year ending 31 December 2015 292
A) Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices 293
B) Ensure a healthy and productive workforce and an effective and efficient work environment 294
C) To create a unique and caring valley of service excellence, opportunity and growth 294
D) To create an enabling environment for employment and poverty and poverty eradication through proactive economic development and tourism 296
E) To provide an maintain basic services and ensure social upliftment of the Breede Valley community 297

INDEX OF FIGURES

Figure 1: IDP Five-year Cycle 17
Figure 2: IDP Review Process 19
Figure 3: Breede Valley municipal area 20
Figure 4: Breede Valley Municipality wards 21
Figure 5: Breede Valley Municipality's population groups 35
Figure 6: Gender and age distribution in Breede Valley 36
Figure 7: Gender representation per ward (source: Census 2011) 37
Figure 8: Education attainment levels 39
Figure 9: Average household income 44
Figure 10: Percentage of Social grants per category 45
Figure 11: Unemployment by gender per ward 46
Figure 12: Electricity service delivery levels (source: Annual Report 2013/2014) 48
Figure 13: Electrical distribution areas (BVM Technical Services DepARTMENT) 49
Figure 14: Spatial distribution of projects - Worcester 50
Figure 15: Electricity – current problems 50
Figure 16: Sanitation Service Delivery Levels (source: Annual Report: 2013/2014) 51
Figure 17: Water service delivery levels (source: Annual Report 2013/2014) 52
Figure 18: Refuse removal service delivery levels (source: Annual Report 2013/2014) 53
Figure 19: Executive mayoral committee 83
Figure 20: Macro-organisational structure 86
Figure 21: Breede Valley LM 156
Figure 22: Financial Perspective 157
Figure 23: Micro organisational structure for the directorate finance 159
Figure 24: Accountability Framework 160
Figure 25: Revenue by Source 2015/2016 173

FIGURE 26: MUNICIPAL PAY POINTS 174
FIGURE 27: WATER AND ELECTRICITY METERS 174
FIGURE 28: EXPENDITURE BY TYPE 2015/2016 175
FIGURE 29: CAPITAL EXPENDITURE 2015/2016 177
FIGURE 30: LONG-TERM HISTORIC TREND IN OPERATING SURPLUS/DEFICIT AND NET OPERATING SURPLUS MARGIN 192
FIGURE 31: LONG-TERM HISTORIC TREND IN CURRENT RATIO 192
FIGURE 32: LONG-TERM HISTORIC TREND IN CASH AND SHORT-TERM INVESTMENTS AND IN CASH COVERAGE RATIO 193
FIGURE 33: LONG-TERM HISTORIC TREND IN COLLECTION RATE 193
FIGURE 34: LONG-TERM HISTORIC TREND IN DEBTORS AND NET DEBTOR DAYS 194
FIGURE 35: LONG-TERM HISTORICAL TREND IN CAPITAL EXPENDITURE 194
FIGURE 36: LONG-TERM HISTORIC TRENDS IN REPAIRS AND MAINTENANCE EXPENDITURE 195
FIGURE 37: BREAKDOWN OF CAPITAL EXPENDITURE NEED BY SERVICE 198
FIGURE 38: PROJECTED OPERATING SURPLUS MARGIN 199
FIGURE 39: CASH COVERAGE RATIO 200
FIGURE 40: SUSTAINABLE CAPITAL PROGRAMME AND FUNDING GAP 201
FIGURE 41: SUSTAINABLE CAPITAL PROGRAMME PER ANNUM 201
FIGURE 42: PROJECTED DEBT AS % OF REVENUE 202
FIGURE 43: MUNICIPAL SERVICES FINANCIAL MODEL APPROACH 207
FIGURE 44: PROJECTION OF CONSUMER UNITS 214
FIGURE 45: WATER CONSUMPTION PROJECTION 215
FIGURE 46: CONSUMPTION OF ELECTRICITY PROJECTION 215
FIGURE 47: CAPITAL EXPENDITURE REQUIRED BY SERVICE 216
FIGURE 48: BREAKDOWN OF CAPITAL EXPENDITURE NEED BY SERVICES 216
FIGURE 49: BVM REGIONAL SPATIAL DEVELOPMENT FRAMEWORK 2013 225
FIGURE 50: WORCESTER SPATIAL PROPOSAL 227
FIGURE 51: RAWSONVILLE SPATIAL DEVELOPMENT PROPOSALS 228
FIGURE 52: DE DOORNS SPATIAL DEVELOPMENT PROPOSAL 228
FIGURE 53: TOUWS RIVER SPATIAL DEVELOPMENT PROPOSAL 229
FIGURE 54: INFORMAL SETTLEMENT 238
FIGURE 55: HOUSING DEVELOPMENT AREA 238
FIGURE 56: PROPOSED RAWSONVILLE DEVELOPMENT (SDF, 2013) 239
FIGURE 57: STOFLAND HOUSING PROJECT-PHASED DEVELOPMENT, WARD 2 (SDF, 2013) 239
FIGURE 58: ELECTRICAL DISTRIBUTION AREAS 241
FIGURE 59: ELECTRICAL CURRENT SUPPLY 241
FIGURE 60: ELECTRICITY: CURRENT PROBLEMS 242
FIGURE 61: WHEELIE BINS ROLLOUT STATUS (BVM TECHNICAL SERVICES DEPT. 2014) 251
FIGURE 62: STATUS OF LANDFILL SITES 251
FIGURE 63: COSTING OF BULK WATER AND NETWORKS 253
FIGURE 64: COSTING OF SEWER BULK AND NETWORKS 254
FIGURE 65: SPORT FIELDS - FUTURE NEEDS 256
FIGURE 66: FRONT COVER OF BVM BCP WORKBOOK 277
FIGURE 67: CICP – SPECIFIC EMERGENCY PLAN 278
FIGURE 68: PM POLICY FRAMEWORK 288

FIGURE 69: ORGANISATIONAL PERFORMANCE 289

INDEX OF TABLES

TABLE 1: STRATEGIC PILLARS 23
TABLE 2: IDP PROCESS PLAN 2014/2015 24
TABLE 3: SOCIO-ECONOMIC PROFILE IN BREEDE VALLEY 33
TABLE 4: POPULATION DISTRIBUTION IN CAPE WINELANDS DISTRICT 34
TABLE 5: LEARNER ENROLMENT FIGURES FOR 2014 37
TABLE 6: MATRIC PASS RATE FOR 2014 38
TABLE 7: HIGHEST EDUCATION LEVELS (ALL AGES) 39
TABLE 8: BURDEN OF DISEASE IN CAPE WINELANDS DISTRICT 40
TABLE 9: HEALTHCARE FACILITIES LOCATED IN BREEDE VALLEY IN 2015 41
TABLE 10: BREEDE VALLEY MEDICAL STAFF 43
TABLE 11: CRIME IN BREEDE VALLEY POLICE PRECINCTS 43
TABLE 12: ECONOMIC GROWTH RATES: CAPE WINELANDS 47
TABLE 13: SECTORS' PERCENTAGE CONTRIBUTION TO BREEDE VALLEY 47
TABLE 14: ENERGY OR FUEL FOR LIGHTING BY POPULATION GROUP OF HEAD OF HOUSEHOLD (CENSUS 2011) 48
TABLE 15: SANITATION BY POPULATION GROUP OF HEAD OF HOUSEHOLD (CENSUS 2011) 51
TABLE 16: MAIN SOURCE OF WATER USED BY HOUSEHOLDS (CENSUS 2011) 52
TABLE 17: REFUSE REMOVAL BY POPULATION GROUP OF HEAD OF HOUSEHOLD (CENSUS 2011) 53
TABLE 18: FREE BASIC SERVICES TO LOW INCOME HOUSEHOLDS 54
TABLE 19: SWOT ANALYSIS 67
TABLE 20: STRATEGIC OBJECTIVES 68
TABLE 21: ALIGNMENT OF STRATEGIC OBJECTIVES 71
TABLE 22: STRATEGIC OBJECTIVE 1 - TO CREATE A UNIQUE AND CARING VALLEY OF SERVICE EXCELLENCE, OPPORTUNITY AND GROWTH 73
TABLE 23: STRATEGIC OBJECTIVE 2 - TO PROVIDE, MAINTAIN AND ASSURE BASIC SERVICES AND SOCIAL UPLIFTMENT FOR THE BREEDE VALLEY COMMUNITY 74
TABLE 24: STRATEGIC OBJECTIVE 3 - TO CREATE AN ENABLING ENVIRONMENT FOR EMPLOYMENT AND POVERTY ERADICATION THROUGH PROACTIVE ECONOMIC DEVELOPMENT AND TOURISM 75
TABLE 25: STRATEGIC OBJECTIVE 4 - TO ENSURE A SAFE, HEALTHY, CLEAN AND SUSTAINABLE EXTERNAL ENVIRONMENT FOR ALL BREEDE VALLEY'S PEOPLE 76
TABLE 26: STRATEGIC OBJECTIVE 5 - PROVIDE DEMOCRATIC, ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES AND ENCOURAGE INVOLVEMENT OF COMMUNITIES AND COMMUNITY ORGANISATIONS IN THE MATTERS OF LOCAL GOVERNMENT 77
TABLE 27: STRATEGIC OBJECTIVE 6 - ENSURE A HEALTHY AND PRODUCTIVE WORKFORCE AND AN EFFECTIVE AND EFFICIENT WORK ENVIRONMENT 78
TABLE 28: STRATEGIC OBJECTIVE 7 - ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH, CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES 79
TABLE 29: COMPOSITION OF COUNCIL 82
TABLE 30: COMPOSITION OF EXECUTIVE MAYORAL COMMITTEE 84
TABLE 31: DEPARTMENTAL FUNCTIONS 85

TABLE 32: STAFF ESTABLISHMENT (JANUARY 2015: SAMRAS INFORMATION SYSTEM) 88
TABLE 33: WORKFORCE PROFILE (JANUARY 2015: SAMRAS INFORMATION SYSTEM) 88
TABLE 34: STAFF POSITIONS FILLED PER POST AND PER FUNCTIONAL LEVEL (JANUARY 2015: SAMRAS INFORMATION SYSTEM) 89
TABLE 35: STAFF TURNAROUND AS AT 30 JUNE 2014 (SOURCE: ANNUAL REPORT 2013/2014) 89
TABLE 36: SCHEDULE OF POLICIES 92
TABLE 37: POLICIES TO BE DEVELOPED 92
TABLE 38: IGR INVOLVEMENT 93
TABLE 39: IDP/BUDGET STEERING COMMITTEE 96
TABLE 40: PUBLIC MEETINGS HELD IN SEPTEMBER/OCTOBER 2014 98
TABLE 41: SCHEDULED IDP/BUDGET CONSULTATION MEETINGS 98
TABLE 42: PUBLIC PARTICIPATION MECHANISMS 100
TABLE 43: MUNICIPAL STRATEGIC PLANNING SESSIONS AND MEETINGS 101
TABLE 44: REVENUE AND EXPENDITURE GROWTH ANALYSIS 111
TABLE 45: PERFORMANCE AGAINST 2014/15 OBJECTIVES 117
TABLE 46: ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET (REVENUE) 118
TABLE 47: ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET (OPERATING EXPENDITURE) 119
TABLE 48: ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET (CAPITAL EXPENDITURE) 120
TABLE 49: INSTITUTIONAL PERFORMANCE – OFFICE OF THE MUNICIPAL MANAGER 121
TABLE 50: INSTITUTIONAL PERFORMANCE – TECHNICAL SERVICES 122
TABLE 51: INSTITUTIONAL PERFORMANCE – FINANCIAL SERVICES 123
TABLE 52: INSTITUTIONAL PERFORMANCE – COMMUNITY SERVICES 124
TABLE 53: INSTITUTIONAL PERFORMANCE – STRATEGIC SUPPORT SERVICES 125
TABLE 54: WARD PRIORITY LISTS 132
TABLE 55: CAPITAL PROJECTS ACHIEVED BY BREEDE VALLEY IN 2013/2014 (SOURCE: ANNUAL REPORT 2013/2014) 134
TABLE 56: SUMMARY OF BREEDE VALLEY PERFORMANCE HIGHLIGHTS ACROSS ALL WARDS 136
TABLE 57: DEADP PROJECTS AND PROGRAMMES 137
TABLE 58: DEPARTMENT OF HEALTH – PROJECTS 138
TABLE 59: DEPARTMENT OF SOCIAL DEVELOPMENT – PROJECTS AND PROGRAMMES 139
TABLE 60: WESTERN CAPE EDUCATION DEPARTMENT – PROJECTS 139
TABLE 61: DEDAT PROJECTS AND PROGRAMMES 140
TABLE 62: DLG PROJECTS 141
TABLE 63: DTPW PROJECTS 142
TABLE 64: MTAS CLASSIFICATION 144
TABLE 65: RSEP PROGRAMMES 154
TABLE 66: MEDIUM-TERM EXPENDITURE FRAMEWORK 162
TABLE 67: AUDIT OUTCOME STATUS 171
TABLE 68: CAPITAL FUNDING AND EXPENDITURE BY SERVICE 2015/2016 176
TABLE 69: CAPITAL PROJECTS AND SPECIAL PROJECTS IDENTIFIED FOR 2015/2016 182
TABLE 70: RATIO ANALYSIS OF BREEDE VALLEY MUNICIPALITY 183
TABLE 71: INFORMAL SETTLEMENTS IN BVM 188
TABLE 72: INFRASTRUCTURE GROWTH PLAN 191
TABLE 73: CAPITAL EXPENDITURE NEED 197
TABLE 74: IMPACT OF REDUCED ECONOMIC GROWTH 203

TABLE 75: IMPACT OF FAILURE TO CONTAIN UNIT OPERATING EXPENDITURE INCREASES 203
TABLE 76: IMPACT OF DECLINING COLLECTION RATES 203
TABLE 77: PROJECTED FINANCIAL RATIOS 206
TABLE 78: DISTRIBUTION OF POPULATION BETWEEN SETTLEMENT TYPES 210
TABLE 79: NON-RESIDENTIAL CONSUMERS IN BVM 210
TABLE 80: TOTAL HOUSEHOLDS INCOME DISTRIBUTION USED IN THE MODELLING 211
TABLE 81: WATER BALANCE USED IN THE MODEL 213
TABLE 82: ELECTRICITY BALANCE USED IN THE MODEL 213
TABLE 83: CURRENT REPLACEMENT COSTS OF ASSETS USED IN MODEL 214
TABLE 84: MUNICIPAL FUNCTIONS 221
TABLE 85: SECTOR PLAN 222
TABLE 86: POTENTIAL CATALYTIC PROJECTS 231
TABLE 87: OPERATIONAL PLAN 2015/2016 233
TABLE 88: HOUSING DEMAND LIST AND INFORMAL STRUCTURES 234
TABLE 89: HUMAN SETTLEMENT PIPELINE 236
TABLE 90: HUMAN SETTLEMENT DEVELOPMENT GRANT: ALLOCATED FUNDING AND AGREEMENTS OF DELIVERY TARGETS 237
TABLE 91: APPOINTMENTS FROM DATABASE FOR JOBLESS PEOPLE 249
TABLE 92: IMPLEMENTATION AND COST OF WHEELIE BINS (BVM TECHNICAL SERVICES DEPT. 2014) 249
TABLE 93: EXISTING PIPELINE, RESERVOIRS AND TOWERS 252
TABLE 94: WWTP CAPACITY AND EXISTING PIPELINES (BVM TECHNICAL SERVICES DEPT. 2015) 253
TABLE 95: TARRED AND GRAVEL ROADS 2013/2014 AND 2014/2015 254
TABLE 96: SQUARE METRES OF PARKS MAINTAINED, FUTURE DEVELOPMENTS AND COSTS (REMAIN THE SAME AS 2013/2014) 255
TABLE 97: SQUARE METRES OF SPORTS FIELDS MAINTAINED, FUTURE DEVELOPMENTS AND COSTS 256
TABLE 98: NUMBER OF CEMETERIES, CAPACITY STATUS AND COSTS (REMAIN THE SAME AS 2013/2014) 256
TABLE 99: LIBRARY SERVICES 257
TABLE 100: ACTION PLAN – THUSONG CENTRE 261
TABLE 101: PIPELINE OF CSF PROJECTS 263
TABLE 102: COMMUNITY SAFETY INTERVENTIONS 264
TABLE 103: ACTION ITEMS – DISASTER RISK MANAGEMENT 275
TABLE 104: RISK AND VULNERABILITY PRIORITY TABLE 276
TABLE 105: PRIORITISED CICP AREAS 279
TABLE 106: DEVELOPMENTAL PROJECTS IDENTIFIED IN THE IDP AS MEDIUM- OR HIGH-RISK 282
TABLE 107: CAPITAL BUDGET - FIRE DEPARTMENT 2015/2016 283
TABLE 108: OPERATING BUDGET - DISASTER MANAGEMENT 2015/2016 284
TABLE 109: PERFORMANCE AGAINST STRATEGIC OBJECTIVES 299
TABLE 110: TOP-LAYER KEY PERFORMANCE INDICATORS 300

LIST OF ABBREVIATIONS

The following abbreviations are found in this document and represent processes, institutions of government, programmes and plans of different spheres of government playing an active role or forming an integral part of the operations of local government.

AFS	Annual Financial Statements
AG	Auditor-General
BVM	Breede Valley Municipality
CFO	Chief Financial Officer
COGTA	Department of Cooperative Governance and Traditional Affairs
CWDM	Cape Winelands District Municipality
CWP	Community Works Programme
DBSA	Development Bank of Southern Africa
DEDAT	Department of Economic Development and Tourism
DLG	Department of Local Government
DTPW	Department of Transport and Public Works
EM	Executive Mayor
EPWP	Expanded Public Works Programme
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
LED	Local Economic Development
MAYCO	Mayoral Committee
MFMA	Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
MPPMR	Municipal Planning and Performance Management Regulations
MSA	Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
NT	National Treasury
PMS	Performance Management System
PT	Provincial Treasury
RSEP	Regional Socio-economic Programme
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
WCPG	Western Cape Provincial Government
WSDP	Water Services Development Plan

EXECUTIVE MAYOR'S FOREWORD



In terms of developmentally-oriented planning and in consultation with stakeholders of the community, Council formulated the following strategic objectives, underpinned by five strategic pillars, being opportunity, safety, caring, inclusiveness and a well-run municipality, to ensure an effective, efficient and people-driven municipality in order to:

(a) Create a unique and caring Valley of service excellence, opportunity and growth.

(b) Provide, maintain and assure basic services and social upliftment for the Breede Valley community.

(c) Create an enabling environment for employment and poverty eradication through proactive economic development and tourism.

(d) Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government.

(e) Ensure a healthy and productive workforce and an effective and efficient work environment.

(f) Assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices.

(g) To ensure a safe, healthy, clean and sustainable external environment for all the people of the Breede Valley.

The above objectives form the essence of the municipality's 5-year strategy plan (IDP) for the period 1 July 2012 to 30 June 2017.

However, meeting the said objectives is not an easy task. Numerous challenges exist of which poverty, unemployment and crime top the list. In pursuance of service excellence, opportunity and growth, Council set out to create an environment that will instill confidence in the municipality, promote service delivery and attract investment.

In addressing the above, the following highlights need mentioning:

- A third consecutive clean audit report for the 2014/2015 financial year, proving that Council and the administration respectively performed their oversight role and managerial duties effectively, serving the best interests of the people of the Breede Valley.

- In addition to receiving a Green Drop, BWM was awarded the best water treatment works with a design capacity of 10 ML/day or more, in the Western Cape and also received a best internal water laboratory award

- Administration – key policy development: adoption of 28 policies including key policies such as:

    - Code of ethics
    - Enterprise risk management
    - Fraud and corruption prevention
    - Whistle blowing
    - Employment equity
    - Housing administration
    - Land Management and disposal
    - Public participation

* Infrastructure improvements

    - Improved bulk capacity – expansion of Stettynskloof and Bokrivier pipelines
    - Upgrading of Rawsonville waste water treatment works
    - Reseal of roads
    - Approval of second generation integrated solid waste management plan/strategy
    - Launch of new integrated waste management approach, catering for recycling at the source
    - Clinic for Rawsonville – improved primary health care
    - Library for Avianpark
    - Mini library for Slanghoek

* Local economic development

    - New vision for Kleinplasie Showgrounds – Agri Mega Week
    - Roll out of CWP and EPWP programs – providing an income for unemployed people
    - Approval of 70 ha industrial park (Uitvlugt) to address the need for serviced industrial land

* Safety and security

    - Training of EPWP workers as peace officers to enforce municipal bylaws
    - Implementation of safety kiosks in the Worcester CBD in partnership with SAPS and local business
    - Implementation of the Regional Socio-Economic Program for safer communities
    - Hope and Reconciliation initiative to improve human relations and good citizenship

* Housing

- Approval of Human Settlement Plan
- Delivery of low cost housing, including completion of iconic 75 project in De Nova, Rawsonville
- Purchasing of land for housing development in Touwsrivier
- Handing over of 2 243 title deeds to owners of project houses
- Approval of the Trans Hex Housing Development to meet the housing needs of the Breede Valley. The project adjacent to the R60 will provide approximately 8000 units when completed, including low-income, subsidized and affordable housing units

* Planning

- Township establishment – The two billion rand Altona private development providing for 2000 residential units will address the housing shortage and offer valuable employment opportunities during the construction phase
- A new day hospital for Worcester
- The passing of a By-law to approve a special rating area for the renewal of the Worcester CBD

* Future actions

- The upgrade and further development of Kleinplasie showgrounds with partners into an iconic facility to promote tourism and ultimately serve as a venue for an international agricultural show
- Upgrade and expansion of the Worcester Air Field to serve as a regional airport
- Development of a recreational facility at the Worcester dam
- Two secondary schools to accommodate learners from Avian Park and Zwelethemba areas
- Brandvlei Dam golf resort and wellness centre
- Parking precinct
- Replacement of outside (midblock) sewers

The Integrated Development Plan (IDP) is the municipality's principal strategic plan that deals with its most critical development and governance needs. To accommodate and consult the beneficiaries of the plan, it is reviewed annually in consultation with the local community and other interested role-players.

Contemporary local government is becoming more and more complex with various legislation and processes that have to be complied with. This creates a real danger that public participation may become just another compliance exercise, accommodating communities rather than embracing them. The heart of developmental local government is vibrant

engagement with communities, creating a culture of public participation. In light of the above, public participation processes and protocols needed to be revisited regularly to ensure optimal public participation.

I am confident that BVM is fulfilling its custodian duties, that we are addressing our strategic obligations and that the third-generation IDP is on track.

The IDP is a shared responsibility. It is a partnership between the municipality and the community. In view of the above I wish to encourage ward committees and community organisations to become actively involved in governance – to become gatekeepers of their own destiny.

Yours sincerely,



7 March 2016

ACTING MUNICIPAL MANAGER'S FOREWORD



The Municipal Systems Act (2000) requires from each elected council to develop and adopt an Integrated Development Plan at the start of its elected term of office. Our 2012-2017 IDP outlines the development path the municipality will pursue over the five-year term of office. A full IDP was prepared during the 2011/2012 financial year and was adopted by Council in May 2012. The first review of the 2012/2013 – 2016/2017 IDP was concluded in May 2013 and the municipality is now ready to embark on the fourth revision of the IDP.

The IDP process plan was submitted to Council in August 2015. It was designed for consultation in terms of the Systems Act (2000) to enable the local community to participate in the affairs of the municipality, to stay responsive to Breede Valley municipal community needs and to remain credible in accordance with budgetary constraints, affordability and capacity.

The IDP review process aims to assess whether the municipality is on course to deliver on the strategic intent of council and incorporates adjustments to be responsive to the ever-changing realities faced by communities. Despite our capital reserve constraints, we endeavour to decrease these backlogs and provide the environment for sustainable and inclusive economic growth for all our citizens, thereby addressing socio-economic challenges such as unemployment, high crime rates and poverty. Ultimately, we will address these challenges through sustainable partnerships with our society partners who will play a pivotal role in realising our strategic programmes and projects.

We must bear in mind what the municipality stands for in relation to its vision, mission and strategic pillars. The municipality has achieved a lot during the past financial year and strives to improve on and/or sustain those achievements. Although the core mandate of local government is defined by legislation, Breede Valley Municipality strives to continually assess its strategy and institutional arrangements, reflecting on previous institutional models to ensure alignment of its long-term strategy and medium- and short-term planning.

We are inculcating a new leadership culture of professionalism and discipline, aiming to transform the municipality's organisational culture to one that is characterised by passionate employees, relentless in their pursuit for excellence.

Through our participation in the Regional Socio-Economic Programme, we endeavour to accelerate social development to build social capital in our communities, thereby creating the essential environment for sustainable social and economic upliftment of our communities. The realisation of our vision of '*A unique and caring Valley of service excellence, opportunity and growth'* depends on our ability to build inclusion and the involvement of our communities, working together and creating an awareness of the financial challenges we face, and ensuring that residents take ownership of their properties, streets, neighbourhoods and towns. Each contribution is indispensable to establish communities that our children can be

proud of. For thousands of Breede Valley residents there is only one place they call home. We owe it to them to make it the best place in the district, province and country to live. Together we can make Breede Valley an effective developmental municipality, establishing cohesive and caring societies.

I would like to convey a word of thanks to the Executive Mayor, Deputy Mayor, Speaker, Mayoral Committee members and all Councillors for attending and participating in our public participation processes and for their leadership and input during the IDP and budget refinement processes. Although the challenges we face are immense, TOGETHER we can make a difference!



David McThomas

Acting Municipal Manager

CHAPTER 1

CHAPTER 1

1.1 Introduction

The Breede Valley Municipality is a B2 municipality presiding over the towns of Rawsonville, Worcester, De Doorns and Touws River and covers a square kilometre area of 3 833 km^2, also known as the Breede Valley region. The municipality is obligated by the Municipal Systems Act, 2000 to compile a comprehensive and integrated development plan for the municipality, outlining and guiding all development and management in its area of jurisdiction. On 1 July 2015 Breede Valley Municipality will implement its fourth reviewed third-generation five-year plan to inform and guide the elected public representative leadership and Council during its term of office.

The five-year IDP was developed after extensive consultative processes and reflection with community organisations and ward committees, who are tasked to reflect on development imperatives on an annual basis. The current document is the fourth review in the five-year IDP cycle that covers the period July 2012 to July 2017. The diagram below describes the process thus far:


IDP Approved May 2012 and Reviewed each year
Five year cycle 2012-2017
Annual Plan 2012/13
Annual Plan 2013/14
Annual Plan 2014/15
Annual Plan 2015/16
Annual Plan 2016/17
VISION: A Unique and caring valley of service excellence, opportunity and growth

FIGURE 1: IDP FIVE-YEAR CYCLE

1.2 The role and purpose of the IDP

The key focus of this document is to deliver on the strategic intent of Council, mobilising all available resources to systematically implement its mission through action plans in support of our objectives.

The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality. As the strategic plan of the municipality, the IDP must inspire ownership amongst all stakeholders, including the political leadership, management and the public whom we serve. This IDP aligns all municipal resources and processes to achieve developmental goals and objectives.

The IDP links to a financial plan or budget, which aligns financial resources and investment to stimulate local economic growth and development, focused on redressing economic imbalances and providing opportunities for all. Monitoring and evaluation of the IDP are linked to a performance management system, ensuring that the strategy remains effective and efficient. The service delivery budget implementation plan (SDBIP) flows from the IDP process, which is signed off by the executive mayor after approval of both the IDP and budget.

Section 26 of the MSA sets out the core components that the IDP must reflect:

(a) the municipal council's vision for the long-term development of the municipality, with special emphasis on the municipality's most critical development and transformation needs;
(b) an assessment of the existing level of development in the municipality, which must include an identification of communities that do not have access to basic municipal services;
(c) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
(d) the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
(e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
(f) the council's operational strategies;
(g) applicable disaster management plans;
(h) a financial plan, which must include a budget projection for at least the next three years; and
(i) the key performance indicators and performance targets determined in terms of Section 41 of the said Act.

1.3 Legal framework for the revision of the IDP

In terms of Section 34 of the Municipal Systems Act, Act 32 of 2000, a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurements in terms of Section 4(i) and may amend its integrated development plan in accordance with a prescribed process. The MSA places an obligation on municipalities to create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its integrated development plan (Section 16, MSA).

The review planning cycle starts with the development and adoption of a process plan that identifies all stakeholders and processes. The IDP is developed and reviewed in accordance within the IDP process plan, thereby ensuring that processes comply with certain minimum quality standards, resulting in proper coordination amongst the spheres of government and the engagement of communities during the preparation of the IDP. The Breede Valley municipal Council approved the IDP process plan for 2014-2015 on 26 August 2014, which set out the methods and approach for the IDP planning processes that were used **(see Figure 2).**

Upon approval, the process plan was disseminated to provincial departments, communities, CBOs, the IDP Representative Forum, ward committees, community development workers and key stakeholders to engage meaningfully with the process and also to allow proper planning for the disbursement of the resources necessary to conduct the process.

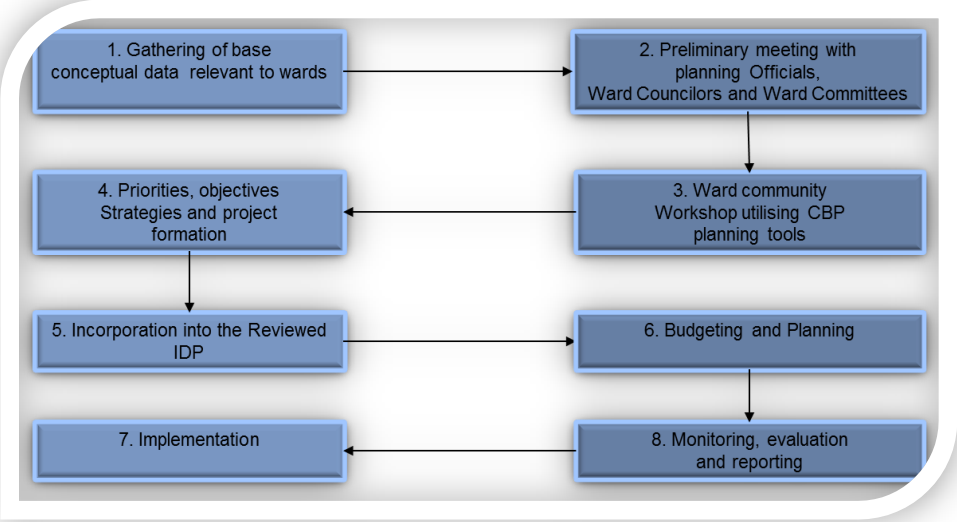

1. Gathering of base conceptual data relevant to wards
2. Preliminary meeting with planning Officials, Ward Councilors and Ward Committees
3. Ward community Workshop utilising CBP planning tools
4. Priorities, objectives Strategies and project formation
5. Incorporation into the Reviewed IDP
6. Budgeting and Planning
7. Implementation
8. Monitoring, evaluation and reporting

FIGURE 2: IDP REVIEW PROCESS

1.4 A cursory glance at the Breede Valley

The Breede Valley Municipality covers an area of approximately 3 833 km² stretching from the Du Toitskloof Mountains in the southwest to the Kwadousberg Mountains in the southeast and includes the towns of Rawsonville, Worcester, De Doorns and Touws River as well as the rural areas adjacent to and between these towns and the Matroosberg rural area. The town of Worcester lies on the N1 and has a major railway link, which presents the town with a locational advantage that provides access to inland markets. The most striking feature of the Breede Valley is its scenic beauty. Majestic mountains, fertile valleys, vineyards and vast plains covered with indigenous semi-desert vegetation captivate the soul. Apart from the formal settlement areas, the municipality has a number of informal settlements. The region has a counted population of 166 825 (inclusive of the informal settlements) comprising 42 527 households of which 38% (7 000) are classified as indigent (see Figure 3). The key economic sectors for the municipality are agriculture, tourism and manufacturing.

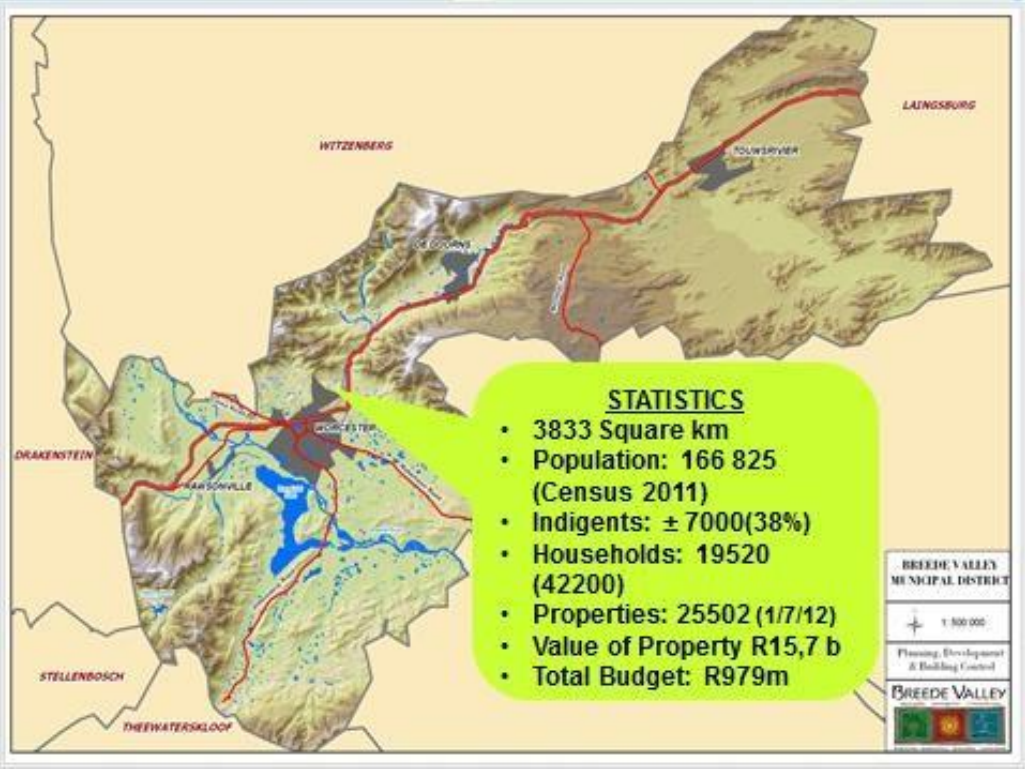


FIGURE 3: BREEDE VALLEY MUNICIPAL AREA

Forming part of the Cape Winelands District municipality, BVM is located approximately 100 kilometres east of Cape Town with its head office located in Worcester, which serves as the municipality's major service node. The municipality is divided into 21 wards, as indicated below:

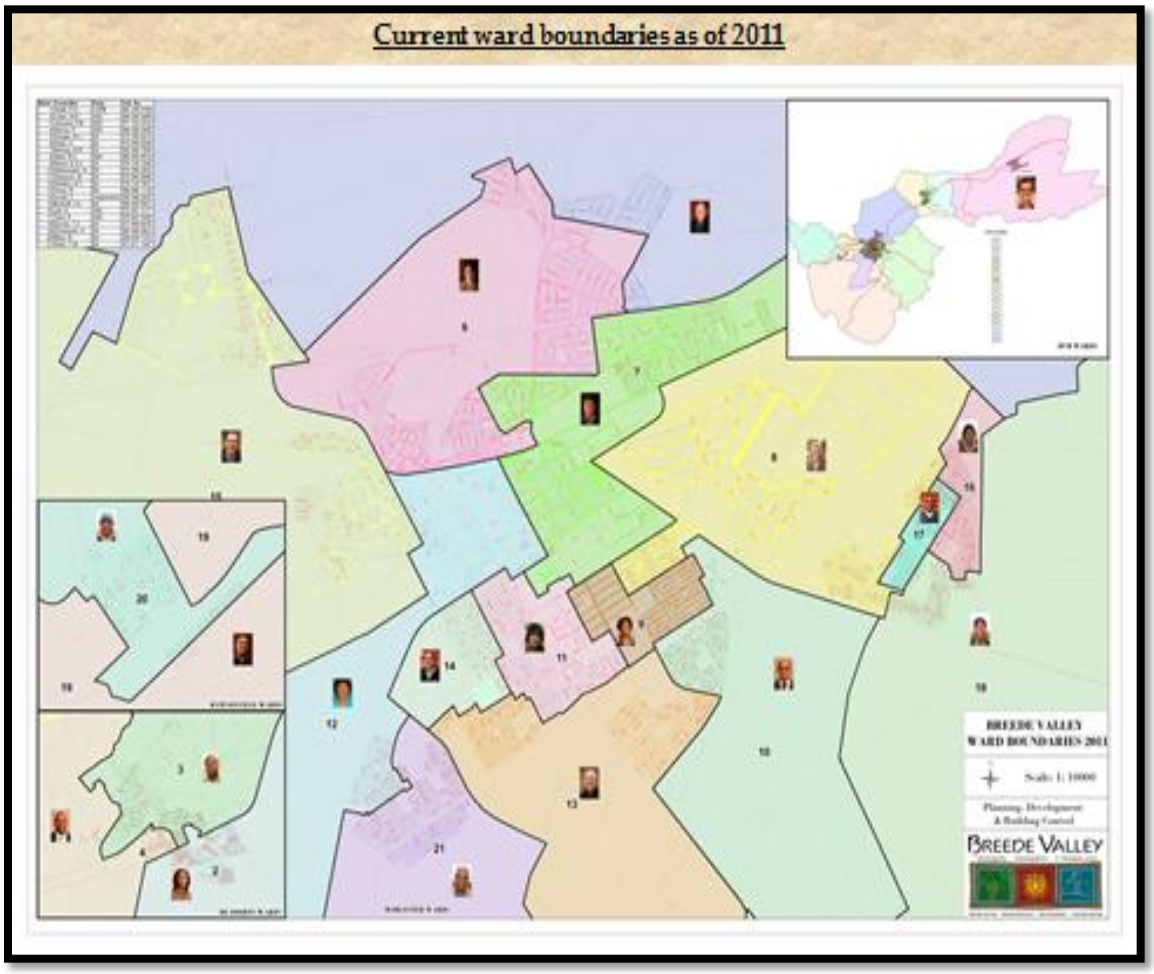


FIGURE 4: BREEDE VALLEY MUNICIPALITY WARDS

The Breede Valley has a vibrant economy, based on strong agricultural, manufacturing and tourism sectors. The region is world-renowned for its wine farms that produce export quality wines and create sustainable livelihoods for many citizens in the Breede Valley. Parts of the Breede Valley are integrated into wine routes frequented by overseas tourists, which form the basis of a robust tourism economy. The region has a mixed farming character, with vegetable farming, poultry farming and livestock production dominating the agricultural landscape. The region has a strong business sector, comprising large corporates in the financial, insurance and business services sector in Worcester and smaller enterprises operating in manufacturing, agriculture, retail and the tourism sectors. Situated on the N1 and with a major railway intersection, the Breede Valley Municipality has a unique locational advantage, which is highly desirable for the businesses operating in

these sectors. The national toll road on the N1 to Cape Town acts as a major incentive for businesses to relocate to Worcester.

1.5 Strategic framework of the IDP

1.5.1 Vision, mission and values

Taking development challenges into account, Breede Valley Municipality aims to realise its vision of *'A unique and caring Valley of service excellence, opportunity and growth'*. The vision describes where Breede Valley wants to be as a municipality and within the greater Cape Winelands area. We endeavour to leverage our comparative and locational advantage to drive economic development and inclusive growth, creating sustainable employment for all our citizens.

The mission of the municipality offers the people of Breede Valley the following: *'To provide sustainable and affordable basic services in a safe and healthy environment which promotes social and economic welfare through participative governance in a committed service-orientated approach, and appreciates committed staff as the organisation's most valuable resource and key to service delivery.'*

Breede Valley Municipality is committed to and embraces the Batho Pele principles and subscribes to the following values:

B Beyond service excellence – We exceed the expectation of our communities by delivering innovative and affordable services.

A Accountable – We are professional and take ownership of everything we do.

T Teamwork – We believe in delivering together.

H Honesty – We behave with integrity and truthfulness in all our dealings.

O Open and transparent – We hide nothing and keep everyone informed.

P People driven – We deliver services for people, through people.

E Efficient and effective – We will deliver a rand's worth of service for every rand we receive.

L Learning organisation – We believe in continuous learning and create opportunities for personal and communal development and growth.

E Equal opportunity – We believe in equal opportunity for all and will use this diversity to the advantage of our communities.

1.5.2 Strategic pillars and objectives

Breede Valley Municipality developed five strategic pillars, which underpin seven strategic objectives. The strategic objectives have been developed to address the challenges identified during the IDP development process and are linked to service areas and predetermined objectives.

STRATEGIC PILLARS	
OPPORTUNITY	Breede Valley Municipality strives to provide an opportunity for every resident to have access to all basic services and to live in a safe, caring and well-managed municipal environment.
SAFETY	Breede Valley Municipality aims to partner with the community, other government departments and community organisations to provide a safe environment in which communities, especially women and children, can thrive in pursuit of good community values.
CARING	Breede Valley Municipality will provide care to all vulnerable groups and encourage social investment with a focus on youth development and opportunities for the youth to play a meaningful role in developing a better and caring Breede Valley community.
INCLUSIVE	Breede Valley plans, in consultation with all residents and partners, to create and stimulate social cohesion, to restore hope and to break down social divisions.
WELL-RUN MUNICIPALITY	Breede Valley Municipality continues to build on being a well-run municipality, with strong and committed administration upholding the principles of good governance, maintaining a good credit rating, providing basic services to all and improving our solid productivity rating.

TABLE 1: STRATEGIC PILLARS

1.6 Process plan for revision adopted by Council

Below is a summary of the key activities in terms of the IDP, budget and PMS for the 2015/2016 IDP process plan:

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	ANALYSIS PHASE			
JULY 2015	Preparation of the Draft IDP /Budget and PMS Process Plan			PMS/IDP Manager
	Senior Management to discuss the draft IDP/Budget and PMS Process Plan			EXECMAN
	Engagement with Budget Office and PMS for alignment purposes			CFO/IDP/PMS Manager
	Address provincial IDP Assessment findings		MSA S31	DLG/IDP/PMS Manager
	Mayor begins planning for next three-year budget cycle in accordance with co-ordination role of budget process and review of previous year's budgeting process		MFMA S53	CFO/MM/EM
	Accounting officer and senior managers of municipality commence planning for next three-year budget		MFMA S68, 77	MM/EXECMAN
	Accounting officer and senior managers of municipality review options and contracts for service delivery		MSA S76-81	MM/EXECMAN
	Approve and announce new budget schedule and set up committees and forums after consultation on performance and changing needs			MM/EXECMAN
	Signing of new performance agreements for Section 57 Managers and submission to Mayor and Municipal Manager on 31 July 2015		MFMA S69 MSA S57	EM/MM/IDP/PMS Manager
	Prepare Sector Plans for the 2015/16 financial year.			HODs
	Conduct final 2014/15 S57 Managers' Performance Assessments.			MM/PMS Unit
	Preparation of S46 Reports		MSA S46	HODs
	Collate inputs to Annual Report		MSA S46	PMS/IDP Manager
AUGUST 2015	Tabling of IDP Process Plan to MAYCO for comments			IDP/PMS Manager
	Roll-Over Budget tabled to Council	25 Aug 2015	MFMA S28(2)(e), Budget Reg. 23(5)	CFO/Manager Budgets
	IDP Process Plan tabled to Council for approval			IDP/PMS /Council
	Advertisement of the IDP Process Plan in order to meet AG audit requirements			
	Review of comments received from DLG on the 2016/17 IDP Review document.			IDP Steering Committee

	Self-assessment to identify gaps in the IDP process.			IDP Steering Committee
	Review situational analysis to identify changing community needs and challenges			IDP Steering Committee
	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets			IDP Steering Committee
	JPI District Alignment Workshop	26, 27 Aug 2015		MM/EXECMAN/IDP/LED Manager
	JPI Planning Meetings with WCED and DEDAT	20 Aug 2015		MM/EXECMAN/IDP/LED Manager
	Send approved IDP/Budget Process Plan to DLG/ MEC for Local Govt.			IDP/PMS Manager
	Convene IDP Representative Forum			IDP/PMS Manager
	Mayor tables in Council a time schedule outlining key deadlines for preparing, tabling and approving the budget.	31 Aug 2015	MFMA S21,22, 23 MSA S34	EM
	Mayor establishes committees and consultation forums for the budget process.			EM
	Accounting Officer submits AFS to Auditor-General by 31 August 2015	31 Aug 2015	MFMA S126(1)(a)	CFO/MM
	Submission of Q4 SDBIP Report (for last quarter of 2014/2015)		MPPR Reg. 14	HOD's/IDP/PMS Unit
	Submission of the Annual Performance Report to Council.		MSA S46	IDP/PMS Manager
	Submission of S46 Report to AG by 31 August 2015		MSA S46	IDP/PMS Manager
SEPTEMBER 2015	Integration of new information from adopted Sector Plans into the IDP Review document.			IDP/PMS Manager
	Conduct public participation sessions in wards			Senior Management/ IDP
	Compile ward-based plans to identify ward priorities			IDP/PMS Manager
	Provincial ward committee summit			Provincial Treasury
	Review and update IDP Vision, Mission and Objectives.			IDP/PMS Manager
	Council determines strategic objectives for service delivery and development for next three-year budgets			IDP/PMS/Council
	Review of provincial and national government sector and strategic plans			IDP/PMS/Council
	Align IDP with provincial and national sector specific programmes (schools, libraries, clinics, water, electricity, roads, etc.)			IDP/PMS Manager
	Audit of performance measures.			AG
	Assess municipal performance and identify where changes are needed for next 3 years [incorporate community inputs]			IDP/PMS Manager
	Review the municipality's performance management system (PMS)			IDP/PMS Manager
	Review the measures and annual performance			IDP/PMS Manager

	targets			
	Send reminder to HOD's to submit their Q1 SDBIP Reports.		MSA S41	IDP/PMS Manager
STRATEGIES				
OCTOBER 2015	Integration of information from reviewed Sector Plans into the IDP Review document.			IDP/PMS Manager
	Integration of Spatial Development Framework			IDP /PMS Manager
	Update and review the strategic elements of the IDP			IDP /PMS Manager
	Municipality finalise the action plan for JPI implementation	9 Oct 2015		MM/EXECMAN/IDP/PMS Manager
	IDP Steering Committee Meeting			IDP/PMS Manager
	Provincial JPI meeting			DLG
	Initial review of national policies and budget plans is conducted and potential		MFMA S35, 36, 42; MTBPS	MM/CFO
	Discuss potential price increases of bulk resources with sector departments.		MFMA S35, 36, 42; MTBPS	MM/CFO
	Determine revenue projections and proposed rates and service charges	3 Oct 2015		CFO/ Budget Steering Committee/ Manager: Budgets
	Drafts initial allocations to functions and departments for the next financial year based on strategic objectives	15 Oct 2015		CFO/Manager: Budgets
	Engagement with sector departments, share and evaluate plans, national policies, MTBPS.			CFO
	Incorporate initial changes into IDP.			IDP /PMS Manager
	Submission of Q1 Reports by HOD's			HOD's
	Q1 Reports tabled to Council (for first quarter of 2015/2016)		MPPR Reg. 14	
	S57 Managers' quarterly **informal** assessments (for first quarter of 2015/2016)			IDP/PMS Manager
PROJECTS PHASE				
NOVEMBER 2015	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.			PMS/IDP/MM
	Identification of priority IDP projects based on ward committee inputs.			IDP /PMS Manager
	Convene IDP Representative Forum.			IDP/PMS Manager
	Reviews and initial changes are drafted into IDP		MSA S34	IDP/PMS Manager
	JPI District Alignment Workshop			DLG
	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements.	28 Nov 2015		Budget Steering Comm./CFO
	Identify new CAPEX/OPEX projects and programmes emanating from IDP projects	28 Nov 2015		CFO/IDP Steering Committee
	Auditor-General returns audit report by 30 November 2015.		MFMA S126(4)	AG/MM
	Review performance of service providers as per the approved policy			
DECEMBER	Departments to comment on the reviewed			EM

2015	Municipal Strategies, Objectives, KPA's, KPI's and targets.			
	Project alignment between CWDM and BVM			EM
	Identification of priority IDP projects.			IDP/PMS Manager
	Council finalises tariff policies for next financial year.		MSA S74, 75	CFO/ Executive Mayor
	Inputs from Departments for Adjustment Budget	10 Dec 2015		MM/Directors/Budget Steering Committee/ Manager: Budgets
	Start preparation for Mid-year review and performance assessment			IDP/PMS Manager
	Compile Annual Report for 2014/2015.		MFMA S121	IDP/PMS Manager
	Finalise the review and update of recommendations contained in LG-MTEC reports and IDP Analysis Reports	31 Dec 2015		IDP/PMS Manager
	Send reminder to HOD's to submit their Q2 SDBIP Reports.		MSA S41	IDP/PMS Manager
JANUARY 2016	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets in strategic planning session with senior management			IDP/PMS Manager
	Identification of priority IDP projects.			IDP /PMS Manager
	IDP Steering Committee Meeting.			IDP/PMS Manager
	Submission of Q2 Reports by HOD's.			EM/IDP/PMS
	Q2 Reports tabled to Council (for second quarter of 2015/2016).		MPPR Reg. 14	IDP/PMS Unit
	Mayor tables draft annual report for 2014/2015.		MFMA S127(2)	PMS/IDP /EM
	Make public annual report and invite community inputs into report.		MFMA S127 & MSA S21a	IDP/PMS Manager
	Municipal Manager submits Midterm/Midyear Report to the Mayor.		MFMA S72	MM
	Midterm/Midyear Report is published in the Local Newspaper.			IDP/PMS manager
FEBRUARY 2016	Continuous Review of Municipal Strategies, Objectives, KPA's, KPI's and targets.			PMS/IDP Manager
	Identification of priority IDP projects.			IDP /PMS Manager
	IDP Steering Committee Meeting			IDP /PMS Manager
	Assess the municipality's service delivery performance and the service delivery targets and performance indicators set in the SDBIP			MM/EXCO/IDP/PMS Manager
	Assess the past year's annual report, and progress on resolving issues identified in the annual report			MM/EXCO/IDP/PMS Manager
	Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-years, taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report.			CFO/MM
	Prepare detailed budgets and plans for the next			CFO/Manager: Budgets

	three years.			
	Prepare Adjustment Budget	12 Feb 2016		
	Table Adjustment Budget before Council	28 Feb 2016	MFMA S28(2) b,d,f	Executive Mayor
	Executive Management adopts budget and plans and changes to IDP.			CFO/EXCO/IDP/PMS Manager
	Quarterly Project Implementation Report (for second quarter of 2015/2016)		MPPR Reg. 14	
	Submit draft annual report to AG and DLG		MFMA S127	PMS/IDP Manager
	S57 Manager's **formal** quarterly assessments (for second quarter of 2015/2016)			MM/IDP/PMS Manager
	Draft SDBIP's for 2016/17 developed and for incorporation into draft IDP 2016/17 FY.			IDP/PMS Manager
	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling	28 Feb 2016	MFMA S36	CFO/Manager: Budgets
INTEGRATION/REFINEMENT PHASE				
MARCH 2016	Submit approved Adjustment Budget to NT, PT and Public.	10 Working days after approval		Manager: Budgets
	Finalisation of Municipal Strategies, Objectives, KPA's, and KPI's and targets.			IDP/PMS Manager
	IDP Steering Committee Meeting			IDP /PMS Manager
	Convene IDP Representative Forum			IDP /PMS Manager
	Adoption of draft IDP and Budget 2016/17	10 March 2016	MFMA S16(2)	CFO/IDP/ PMS Manager
	Mayor tables municipality budget and proposed revisions to IDP at least 90 days before start of budget year.	31 March 2016	MFMA S16, 22, 23, 87; MSA S 34	Executive Mayor
	Council to consider and adopt an oversight report due by 31 March 2016		MFMA S129(1)	
	Council adopts Annual Report for the year ending June 2015.			EM/IDP/PMS
	Publicise Annual Report and MPAC Report.			PMS/IDP Manager
	Submit Draft SDBIP's for 2016/17 to Council.			IDP/PMS Manager
	Reminder to be sent to HOD's to submit their Q3 SDBIP Reports		MSA S41	PMS/IDP Manager
	Set performance objectives for revenue for each budget vote		MFMA S 17	CFO/Manager: Revenue
APRIL 2016	Publicise Draft IDP and Budget and invite local community to make written comments in respect of the IDP and Budget	Immediately after Tabling before Council	MFMA S22 & MSA S21A	CFO/ IDP/PMS Manager
	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP and submits to NT, PT and others as prescribed.	Immediately after Tabling before Council	MFMA S22 & MSA S21A	CFO/ IDP/PMS Manager
	Review written comments in respect of the Budget and IDP	20 April 2016	Best Practice	CFO/ IDP/PMS Manager
	Conclusion of Sector Plans initiated for the 2016/17 financial year and integration into the IDP Review report.			IDP /PMS Manager

	IDP Steering Committee Meeting			IDP /PMS Manager
	Public participation process launched through series of public meetings on the IDP and Budget.			IDP/PMS Manager
	Reprioritisation of community inputs			IDP Steering Committee
	District/Local Municipalities' Alignment of Strategies			IDP/PMS Manager
	Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets.			IDP/PMS Manager
	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year.	30 April 2016	MFMA S21	CFO
	Public meetings on the Draft Budget, Council Debate on Budget and Plans.			MM/IDP/CFO
	Q3 Reports tabled to Council (for third quarter of 2015/16).		MPPR Reg. 14	PMS/IDP /MM/CFO
	Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into 2016/17 IDP Review report.			IDP/PMS Manager
	S57 Managers' **informal** quarterly assessments (for third quarter of 2015/16).			IDP/PMS Manager
	Publicise Annual Report due by April 2016.		MFMA S129(3)	IDP/PMS
	Submit Annual Report to DLG/MEC Local Government		MFMA S132(2)	IDP/PMS Manager
	Review annual organisational performance targets.		MPPR Reg. 11	MM/IDP/PMS Manager
APPROVAL PHASE				
MAY 2016	EXCO recommends adoption of the IDP to Council.			IDP/PMS Manager
	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information.	12 May 2016		CFO/EM
	Adoption of the IDP by Council.	31 May 2016	MFMA S24	IDP/PMS Manager
	Convene IDP Representative Forum.			IDP/PMS Manager
	Council to consider approval of budget and plans at least 30 days before start of budget year.	31 May 2016	MFMA S23, 24; MSA Ch 4	CFO
	Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year.	31 May 2016	MFMA S16, 24, 26, 53	CFO/Council
	Community input into municipality's KPIs and targets.			PMS/IDP Manager
JUNE 2016	Submission of the Final IDP to DLG			IDP/PMS Manager
	Accounting officer publishes approved budget,	Within 10	Budget Reg.	CFO/ IDP/PMS Manager

	plans, and proposed revisions to IDP as prescribed.	working days after Approval by Council	18 & MSA S21A	
	Accounting officer submits approved budget, plans, and proposed revisions to IDP and submits to NT, PT and others as prescribed.	Within 10 working days after Approval by Council	Budget Reg. 20	CFO/ IDP/PMS Manager
	Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with S57 (2) of the MSA.		MFMA S 53; MSA S 38-45, 57(2)	PMS/Manager/Executive Mayor
	Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.			PMS/IDP Manager
	Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements within one month		MSA S57(1)(b) MFMA S69; MSA S57	PMS/IDP Manager
	Finalise performance contracts.			PMS/IDP Manager/MM
	Council adopts budget, resolutions, capital implementation plans, objectives and changes in IDP.			CFO/IDP Manager
	Reminder to be sent to HOD's to submit their Q3 SDBIP Reports.		MSA S 41	PMS/IDP Manager
District/Provincial Alignment	**INTERGOVERNMENTAL ALIGNMENT**			
	Municipal First Quarter	**2015/07/01**	**2015/09/30**	
	District IDP Managers Forum - Preparation for IDP Indaba 1/Special MinMay Tech	2015/07/08	2015/08/01	Manager: IDP
	District Public Participation and Communications Forum - Implementation of IDP Public Participation Plans	2015/08/05	2015/08/12	Manager: IDP
	IDP Indaba 1/Special MinMay Tech	2015/09/16	2015/09/17	DLG: IDP Directorate
	DCF	2015/08/20	2015/08/26	Administrative Services
	Provincial IDP Managers Forum	2015/09/12	2015/09/13	DLG: IDP Directorate
	Municipal Second Quarter	**2015/10/01**	**2015/12/31**	
	DCF	2015/10/01	2015/12/06	Administrative Services
	Provincial IDP Managers Forum	2015/12/05	2015/12/06	DLG: IDP Directorate
	Municipal Third Quarter	**2016/01/01**	**2016/03/31**	
	DCF	2016/01/03	2016/03/28	Administrative Services
	Provincial IDP Managers Forum	2016/01/03	2016/03/28	DLG: IDP Directorate
	LGMTEC 2 (Allocations)	2016/02/03	2016/02/28	Provincial Treasury

	IDP Indaba 2	2016/02/19	2016/02/20	DLG: IDP Directorate
	Municipal Fourth Quarter	**2016/04/01**	**2016/06/30**	
	DCF	2016/04/01	2016/06/30	Administrative Services
	Provincial IDP Managers Forum	2016/04/01	2016/06/30	DLG: IDP Directorate
	LGMTEC 3	2016/04/01	2016/04/30	Provincial Treasury
	Draft IDP Analysis	2016/04/01	2016/04/30	DLG: IDP Directorate

TABLE 2: IDP PROCESS PLAN 2014/2015

CHAPTER 2

CHAPTER 2

Chapter 2 deals with the socio-economic and demographic profile of the Breede Valley Municipality. Data on the demographic and social make-up of the municipality will inform future planning and development initiatives, which will impact on service delivery targets set by the municipality. Accurate socio-economic and demographic statistics will enable the municipality to accurately gauge its internal capacity to meet the needs of communities and increase the efficiency and effectiveness of its service delivery programmes.

2.1 Socio-economic profile

The following table provides a snapshot of the socio-economic profile of communities living in the Breede Valley Municipality:

SOCIO-ECONOMIC PROFILE IN BREEDE VALLEY	
Total population	166,825
Young (0-14)	27,8%
Working age (15-64)	66,9%
Elderly (65+)	5,3%
Dependency ratio	49,5%
Sex ratio	94,5
Growth rate	1,31% (2001-2011)
Population density	44 persons/km^2
Unemployment rate	14,4%
Youth unemployment rate	20,2%
No schooling aged 20+	4,9%
Higher education aged 20+	8,3%
Matric aged 20+	24,9%
Number of households	42,527
Number of agricultural households	2,447
Average household size	3,7
Female-headed households	35,3%
Formal dwellings	77,9%
Housing owned/paying off	40,6%
Flush toilet connected to sewerage	83,5%
Weekly refuse removal	75,3%
Piped water inside dwelling	69,3%
Electricity for lighting	88,3%

TABLE 3: SOCIO-ECONOMIC PROFILE IN BREEDE VALLEY

2.2 Demographic profile

Population size is a useful measure to forecast the future demand for government services in a particular geographical space. It also serves as a planning tool for budget planners to match available resources with the relative demand for services. As is shown in Table 4, Breede Valley has the second largest population density in the Cape Winelands District, which has a population size of 787 490 (13,6% of the Western Cape Province population).

POPULATION DISTRIBUTION IN CAPE WINELANDS DISTRICT		
	Total Population	% in Cape Winelands
Witzenberg Municipality	115 946	14,7%
Drakenstein Municipality	251 262	31,9%
Stellenbosch Municipality	155 733	19,8%
Breede Valley Municipality	166 825	21,2%
Langeberg Municipality	97 724	12,4%
Cape Winelands District Municipality	787 490	100%

TABLE 4: POPULATION DISTRIBUTION IN CAPE WINELANDS DISTRICT

Graph 1 shows the percentage distribution of people by population group in Breede Valley between 2001 and 2011. In both 2001 and 2011, Coloureds were the highest percentage of municipal residents. During 2001-2011 there were notable changes in composition of the population. In 2001, Coloureds (66%) were the highest percentage of people residing in Breede Valley, followed by Black African (20%), Whites (14%) and Indians or Asian (0%). In 2011, Coloureds (63%) still represented the highest percentage of people living in Breede Valley, followed by Black Africans (25%), Whites (11%) and Indians or Asian (1%). According to Statistics South Africa, the municipality has an annual estimated population growth rate of 1,31%.

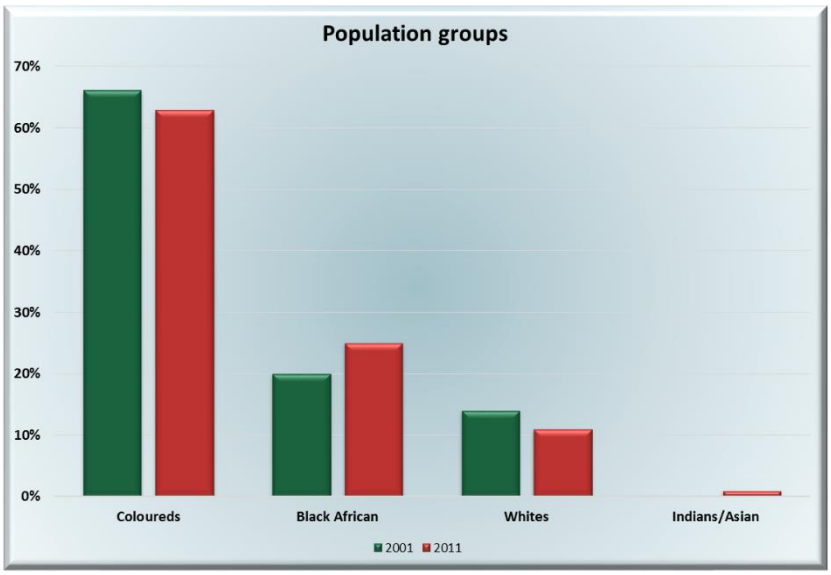


FIGURE 5: BREEDE VALLEY MUNICIPALITY'S POPULATION GROUPS

The Western Cape Department of Social Development has made accurate population growth estimates for each municipality for the period 2015–2020. These projections will assist municipalities to align their budget allocations with basic service delivery priorities and is shown below for the Cape Winelands District:

	Witzenberg	Drakenstein	Stellenbosch	Breede Valley	Langerberg
2015	124482	263912	167572	174198	101543
2016	126573	267013	170572	176008	102472
2017	128614	270070	173557	177793	103389
2018	130605	273068	176519	179548	104287
2019	132546	275984	179463	181262	105160
2020	134440	278794	182373	182938	106016

Cape Winelands District: Population projections, 2015–2020: *Source: Western Cape Department of Social Development, 2015*

Of the five local municipalities within the Cape Winelands District, Breede Valley has the second largest population which is estimated to be 174 198 in 2015. This total gradually increases across the 2015/16 MTREF years and is projected to reach 182 938 by 2020. This total equates to an approximate 5.0 per cent growth off the 2015 base estimate.

In 2015, the Breede Valley's population composition was as follows: 27 687 (27.1 per cent) children, 67 212 (67 per cent) economically active and 6 644 persons (5.8 per cent) aged 65 years and older.

These figures reveal that Breede Valley has a total dependency ratio of 49.2 in 2015, which is slightly lower than the 2011 total of 49.5 per cent. As higher dependency ratios imply greater strain on the working age to support their economic dependants (children and aged), this high dependency ratio does not bode well for improved social security and enhanced economic growth.

2.3 Distribution by gender and age

The Breede Valley has a relatively young population, as the vast majority of citizens fall in the age category of younger than 35 years of age (see Figure 6). The population pyramid shows a normal and natural demographic trend with a broad base, indicating high fertility rates, and a narrow top, indicating higher mortality rates for older generations.

This observation has major implications for future education planning, skills development, employment creation and social investment. The potential economically-active population (between 15-60 years) is estimated at 66,9%, which also provides a measure of the market potential for goods and services in the municipal area.

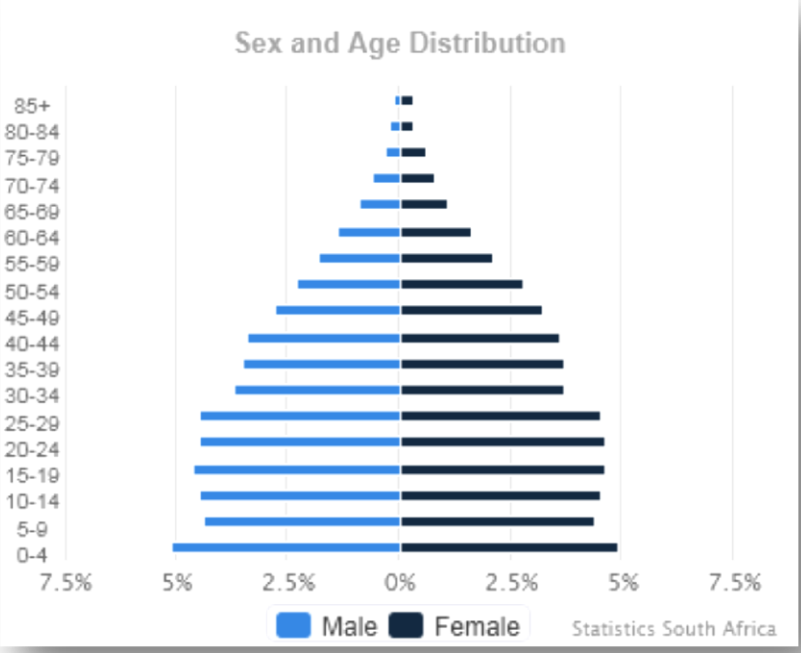


FIGURE 6: GENDER AND AGE DISTRIBUTION IN BREEDE VALLEY

The gender distribution per ward is shown in Figure 7 below:

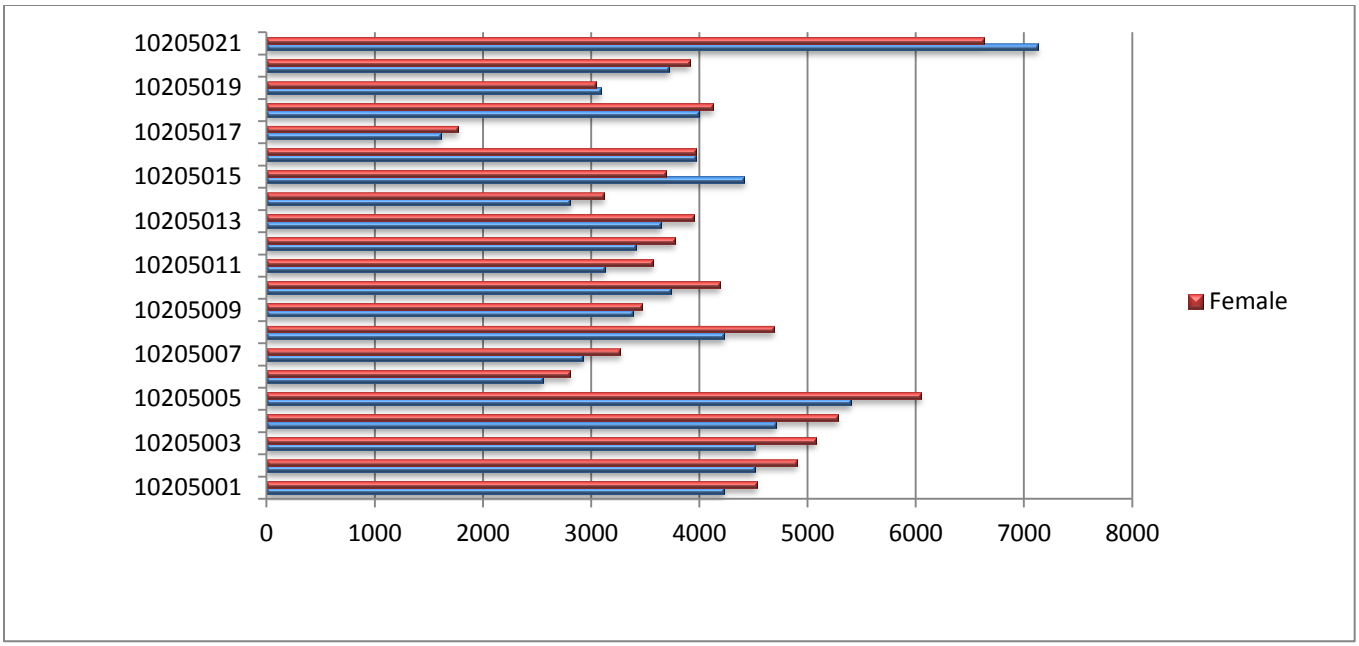


FIGURE 7: GENDER REPRESENTATION PER WARD (SOURCE: CENSUS 2011)

2.4 Educational statistical information

2.4.1 Learner enrolment

The current population profile and projected learner growth provide a basis for sound education planning by education authorities, such as the Western Cape Education Department (WCED). In addition, accurate information on learner enrolment numbers enables the WCED to determine the level of current and future demand for education provisioning. Municipalities and local businesses utilise learner data to assess the current and potential skills pool in the region, which is a critical consideration for their long-term investment strategies.

A total of 35 246 pupils were enrolled at schools in the BVM in 2015. There was an increase in learner access to schooling, indicated by an increase of 1 364 in the learner enrolment figures between 2012-2015 (see Table 5).

LEARNER ENROLMENT FIGURES FOR 2015			
	Grade R	**Grade 1 - 7**	**Grade 8 -12**
Number of learners	2 819	20 336	12 091
%	8,0%	57,7%	34,3%

TABLE 5: LEARNER ENROLMENT FIGURES FOR 2015

	2015 Wrote	2015 Passed	2015 % Pass	2015 Bachelors	2015 % Bachelors
BREEDE VALLEY	8070	6750	84.0%	3268	40.0%

TABLE 6: MATRIC PASS RATE FOR 2015

At present there are 56 schools in Breede Valley, of which 37 are no-fee schools. A total of 1 130 educators teach at these schools, translating into an average teacher-learner ratio of 1:31 across schools in the municipality. The majority of the schools (32) are characterised as Quintile 1 or Quintile 2 schools, which indicates that they are situated in communities where high poverty indices are recorded by national government. A total of 3 284 learners utilise the learner transport service of the WCED and 19 312 learners participate in the National School Nutrition Programme.

Two new secondary schools are planned for the Breede Valley Municipality, namely Zwelethemba Senior Secondary and Worcester High School, which will be completed by 30 September 2015 and 28 February 2017 respectively. This amounts to a total capital injection of R92,5 million by the Department of Transport and Public Works under its Education Infrastructure Grant. In addition, one new primary school will be built in Stofland at an estimated cost of R40 million. Much needed jobs will be created in the local construction sector through the building of these new schools.

2.4.2 Levels of education

A high correlation exists between education achievement levels and income potential and standard of living of residents in a particular geographic area. In particular, municipalities use the level of education attainment amongst its citizens to drive investment strategies, and to assess how to retain or expand the skills base and diversify businesses that invest in the area.
Table 6 shows the percentage distribution of people by highest education level in 2011. The majority of people in the Breede Valley has had some level of primary schooling (40,5%), followed by people who has had some level of secondary schooling (32,6%). Only 1,5% of people residing in Breede Valley achieved a tertiary education qualification. This observation has massive implications for education planning, as the majority of initiatives would have to be focused on artisanal training at TVET Colleges, internships and on-the-job skills training. The low tertiary education attainment will impact on the region's ability to grow the knowledge economy in key economic sectors such as finance, business services and ICT.

HIGHEST EDUCATION LEVELS	
Group	Percentage
No schooling	3,1%
Some primary	40,5%
Completed primary	6,7%

Some secondary	32,6%
Completed secondary	11,9%
Tertiary education	1,5%
Not applicable	3,6%

TABLE 7: HIGHEST EDUCATION LEVELS (ALL AGES)

There is a marked difference in the level of education between males and females in the tertiary education sphere. This observation can be explained by the historic disparity to educational access that has existed between males and females. Males account for 28,8% and 59,5% of graduates and postgraduates respectively. On the other hand, females comprise 71,2% and 40,5% of graduates and postgraduates, respectively (see Figure 8).

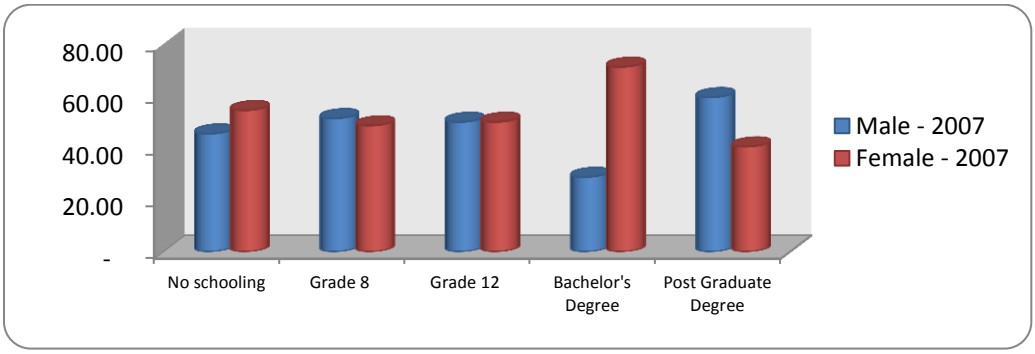


FIGURE 8: EDUCATION ATTAINMENT LEVELS

2.4.3 Literacy rate

Literacy is used to indicate a minimum education level attained. A simple definition of literacy is the ability to read and write, but it is more strictly defined as the successful completion of a minimum of 7 years of formal education. Since most learners start school at the age of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education. The literacy rate in Breede Valley was recorded at 82.1 per cent in 2011, which is slightly lower than the average literacy rate of the Western Cape at 87.2 per cent.

2.5 Health statistical information

2.5.1 Burden of disease

The burden of disease in the Cape Winelands District Municipality, according to the Department of Health Statistics, is:

BURDEN OF DISEASE	
Disease/condition	% of population
HIV/AIDS	12.0
Tuberculosis	9.6
Interpersonal violence	6,5
Cerebrovascular disease	6,1
COPD	5,5
Road injuries	5,4
Ischaemic heart disease	5,5
Lower respiratory infections	3.0
Trachea/bronchi/lung	3.7
Diabetes mellitus	4,0

TABLE 8: BURDEN OF DISEASE IN CAPE WINELANDS DISTRICT

Since 2010, the Cape Winelands District Municipality registered three ART (antiretroviral treatment) service sites and 13 tuberculosis clinics. Immunisation rates for children below 1 year in Breede Valley (BCG dose at birth and measles) have been well above the average in the Cape Winelands district.

Mainstreaming of HIV/Aids and gender equality

Gender mainstreaming in any sector/issue requires developing an understanding of the gender perspectives related to that area of work and identifying the entry points in the methods and procedures of work for paying adequate attention to these gender perspectives.

Gender analysis must be considered as one of the most basic requirements for gender mainstreaming – ensuring that differences and inequalities between women and men are identified before any decisions are taken, including decisions regarding the goals, strategies and activities to be undertaken and the allocation of resources.

One very basic requirement would be that all statistics related to HIV/Aids –infection rates, mortality rates, etc. – should be sex disaggregated. Similarly, any indicators developed should incorporate attention to gender perspectives.

The gender perspectives in terms of causes of poverty, impact of poverty and possible coping strategies need to be considered. However, it should be kept in mind that women must not be seen only as vulnerable. Women are also actors

and change agents and the active mobilisation of women and support for their efforts can both enhance the social, economic and political empowerment of women and support preventative strategies and strategies to address the consequences of HIV/Aids.

Plan of action:

1. Discussion with all departments must take place
2. Plan of action must drafted and widely consulted
3. Implementation must be directed from a strategic level to help ensure that we adhere to the abovementioned strategy

2.5.2 Access to health facilities

The following section profiles the current health infrastructure and human resource capacity in the public health sector in the Breede Valley municipal area.

HEALTHCARE FACILITIES LOCATED IN BREEDE VALLEY								
Municipality	**Community Health Centres**	**Community Day Centres**	**Clinics**	**Satellite Clinics**	**Mobile Clinics**	**District Hospitals**	**Regional Hospitals**	**Total**
Breede Valley	0	1	6	4	5	0	1	17
Cape Winelands (2015)	0	6	42	6	28	4	2	88

TABLE 9: HEALTHCARE FACILITIES LOCATED IN BREEDE VALLEY IN 2015

In 2015, a total of 89 primary healthcare facilities were located in the Cape Winelands District. BVM has a total of 17 primary healthcare facilities, which include eight fixed clinics, one regional hospital, four satellite clinics, five mobile clinics and one community day centre. Over the next three years, the Department of Health is planning a sizable capital investment in BVM under its Health Facility Revitalisation Grant. This includes the replacement and rebuilding of the Rawsonville Clinic (R16 150 000), dental suite additions and alterations at Worcester CDC (R5 850 000), the building of Avian Park Clinic (R16 000 000), the De Doorns upgrade (R16 400 000), the building and renovation of nurses' accommodation at Worcester Boland College (R11 885 000), the upgrade of Worcester Hospital (R35 350 000), the addition of a Psychiatric

Evaluation Unit at Worcester Hospital (R2 000 000) and preventative maintenance at Worcester Ambulance Services (R281 000), Worcester CDC (R380 000), Worcester FPL (R450 000) and Worcester Hospital (R3 080 000). A total of R10 006 911 will be spent on the maintenance of health infrastructure up to 2018. An estimated total of 2 133 jobs will be created by the various projects in the health sector.

2.5.3 Human resource capacity – Health

Currently in 2015, there are 17 healthcare facilities operational in the Breede Valley municipal area. These include 6 fixed clinics, 9 mobile/satellite clinics 1 Community Day Centre and 1 regional hospital. There are no district hospitals situated in the Breede Valley municipal area.

Due to rural distances between towns and health facilities being much greater than in the metropole, combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. Within the Cape Winelands District, Breede Valley has 0.74 ambulances per 100 000 population, the second highest ratio within the Cape Winelands District.

Health care personnel is also variedly spread across the districts; overall within the Western Cape. The Cape Winelands district had less than average medical officers, professional nurses, nursing assistants but above average staff nurses.

BREEDE VALLEY MEDICAL STAFF		
Professional	**2010**	**2015**
Primary healthcare doctors	5	9
Number of doctors at district hospitals	0	3
Sub-total Doctors	**6**	**12**
Primary healthcare – Professional nurses	66	73
Number of professional nurses at district hospitals	**0**	12
Sub-total: Professional nurses	**66**	**85**
Primary healthcare - dentists	0	3
Number of dentists at district hospitals	0	0
Sub-total: Dentists	**0**	**3**

BREEDE VALLEY MEDICAL STAFF		
Professional	**2010**	**2015**
Total	**72**	**100**

TABLE 10: BREEDE VALLEY MEDICAL STAFF

2.6 Safety and security

The categories pertaining to burglary at residential premises and drug-related crime are dominant in relation to crime within the Breede Valley Municipality. There has been a steady increase in drug-related crimes since 2005/06 whilst residential burglaries tapered off in 2013/14 and picked up again in 2014/15. The number of sexual offences peaked in 2011/12 and then dropped steadily thereafter. Both murders and driving under the influence of alcohol or drugs fluctuated up and down over the reporting period.

Crime Category	April to March			
	2010-2011	2011-2012	2012-2013	2014-2015
Murder	72	75	68	36
Total sexual crimes	342	377	343	138
Burglary at residential premises	1 374	1 531	1 727	798
Drug related crimes	1 471	1 555	1 704	1 153
Driving under the influence of alcohol/drugs	332	302	223	137

TABLE 11: CRIME IN BREEDE VALLEY POLICE PRECINCTS

It is customary to express occurrences of crime per 100 000 as to allow for an easy comparison between areas with different population densities. In comparison to the other local municipalities in the region and the District average, crime per 100 000 population has been high in Breede Valley in 2014/15. To this extent, the incidence of murders, residential burglaries and drug related crimes are below the district averages but sexual offences and driving under influence of alcohol or drugs are above the district averages. However, there is a steady decrease in all crime categories if you compare 2014/2015 to other years in the above table.

2.7 Household income

Household income is an indicator of current poverty levels amongst citizens in a municipality, which has a direct influence on indigent household policies, poverty relief and tariff policies. It also provides information about the living standards prevalent in a particular community, for example whether it is predominantly poor, middle income or a rich community.

Figure 9 shows the percentage distribution of household income in Breede Valley in 2011, according to Statistics South Africa. The highest percentage of households in BVM (41,1%) had an annual income of R9 601 – R96 400, whilst over 10% of households had no income (see Figure 9). This could indicate that an increasing number of households find it difficult to survive and will ultimately become dependent on social assistance in the form of social grants in the absence of targeted sustainable employment creation programmes. This observation will also have a significant impact on the Breede Valley Municipality's indigent policies, ultimately impacting on the rates and tariffs structure.

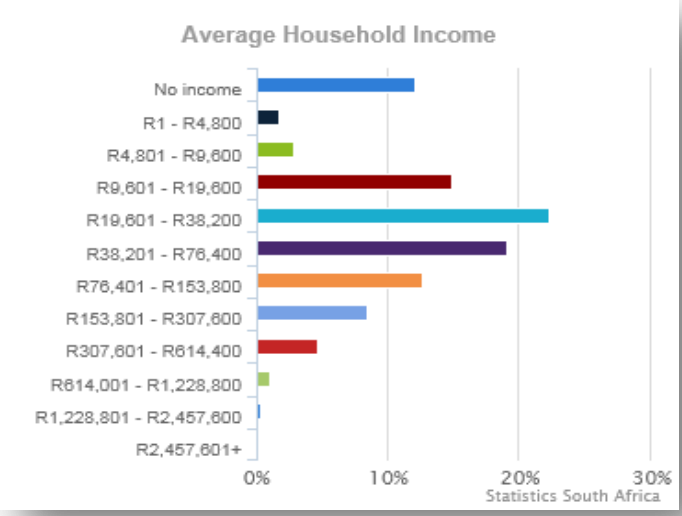


FIGURE 9: AVERAGE HOUSEHOLD INCOME

2.8 Social grants

The social security system is one of the government's initiatives to address poverty, inequality and unemployment. It has two main objectives:

- To reduce poverty amongst groups who are not expected to participate fully in the labour market, namely the elderly, those with disabilities and children;
- To increase investment in health, education and nutrition.

There are five major social security grants in South Africa and each grant is dependent on an income-based means test. Grants are implemented and administered by a separate national government agency, the South African Social Security Agency (SASSA). A total of 24 234 residents receive Child Support Grants, translating to 50,7% of all social grant recipients in the municipal area. A total of 28,3% of residents on social assistance receive old-age pensions and 19,4% receive disability grants.

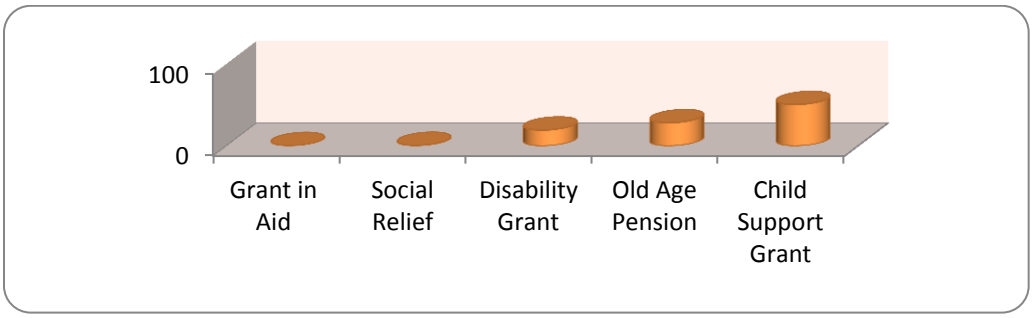


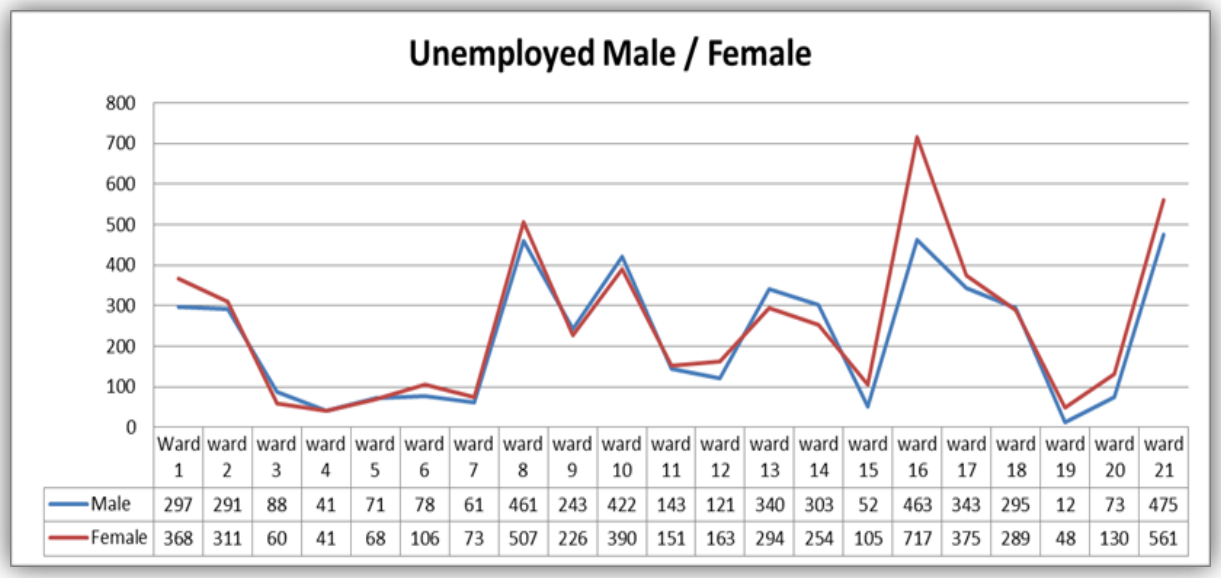
FIGURE 10: PERCENTAGE OF SOCIAL GRANTS PER CATEGORY

2.9 Labour – Statistical information

The number of unemployed people in Breede Valley Municipality decreased from 12 184 in 2001 to 9 874 in 2011. The reduction in this number could be viewed as a positive development against the backdrop of the current economic situation and positive population growth rates experienced between 2001 and 2011. According to StatsSA, the current unemployment rate in BVM is 14,4% (of an economically active population of 68 607), with youth unemployment slightly higher at 20,2%.

2.9.1 Unemployment by gender

A labour force analysis of the 2011 Census data revealed that females comprise the majority of unemployed residents. Out of a total of 12 184 unemployed persons in 2011, 4 637 were male and 5 237 were female (see Figure 11).



	Ward 1	ward 2	ward 3	ward 4	ward 5	ward 6	ward 7	ward 8	ward 9	ward 10	ward 11	ward 12	ward 13	ward 14	ward 15	ward 16	ward 17	ward 18	ward 19	ward 20	ward 21
Male	297	291	88	41	71	78	61	461	243	422	143	121	340	303	52	463	343	295	12	73	475
Female	368	311	60	41	68	106	73	507	226	390	151	163	294	254	105	717	375	289	48	130	561

FIGURE 11: UNEMPLOYMENT BY GENDER PER WARD

2.9.2 Skills profile

A labour force can be classified into three main categories namely, highly skilled, skilled and low skilled. Low-skilled workers are defined as individuals who are employed in elementary occupations; skilled workers include clerks, service workers, skilled agricultural and fishery workers, craft and related trade workers, as well as plant and machinery operators and assemblers. The highly skilled category includes legislators, senior officials and managers, professionals, technicians and associate professors.

The latest Census data shows that 58 698 people are currently employed in Breede Valley. Census 2011 does not include an analysis of Breede Valley's current skills profile, but earlier data indicates that 46,6% of employees can be categorised as skilled workers, 29,2% as low skilled and 15,1% as highly skilled workers.

2.10 Key economic sectors and employment by industry

BVM achieved an economic growth rate of 2,4%, which is below the average growth rate of 3,8% recorded in the Cape Winelands district over the period 2000 to 2011. The fastest growing sector was construction, which grew by 7,8%, followed by the transport, storage and communication sector (6,1%). Based on this observation, the demand for artisans is likely to increase in the next few years, as well as the pressure on roads infrastructure and the communication grid. Industry sectors that contracted in BVM include electricity, gas and water (-7,4%) and agriculture, forestry and fishing (-0,3%).

ECONOMIC GROWTH RATES IN CAPE WINELANDS DISTRICT MUNICIPALITY						
Sector	**Witzenberg**	**Drakenstein**	**Stellenbosch**	**BVM**	**Langeberg**	**CWDM**
Agriculture, forestry and fishing	0.8	0.6	0.1	**-0.3**	-0.1	0.3
Mining and quarrying	-10.0	3.3	3.1	**1.2**	6.7	2.1
Manufacturing	3.3	0.2	3.2	**2.8**	6.0	2.4
Electricity, gas and water	3.2	6.5	4.9	**-7.4**	-0.8	2.1
Construction	0.2	4.2	11.0	**7.8**	8.7	7.2
Wholesale and retail trade, catering and accommodation	-0.6	4.0	8.9	**3.6**	7.2	5.4
Transport, storage and communication	7.3	5.3	6.6	**6.1**	15.5	6.8
Finance, insurance, real estate and business services	10.8	7.6	7.3	**2.6**	9.0	7.1
Community, social and personal services	3.4	2.3	6.1	**2.3**	5.0	3.8
General government	2.9	1.8	5.9	**1.5**	4.3	3.3
Total	3.0	3.0	5.5	**2.4**	5.1	3.9

TABLE 12: ECONOMIC GROWTH RATES: CAPE WINELANDS

Despite a contraction in its growth rate, the agricultural industry remains the largest employer at 28,8%, followed by community services (21,9%), finance (20,2%) and manufacturing (11,3%).

SECTORS' PERCENTAGE CONTRIBUTION TO BREEDE VALLEY	
Industry	**% Contribution**
Agriculture	28.8
Community Services	21.9
Finance	20.2
Manufacturing	11.3
Trade	7.7
Transport	6.1
Construction	2.7
Electricity	1
Mining	0.2

TABLE 13: SECTORS' PERCENTAGE CONTRIBUTION TO BREEDE VALLEY

2.11 Human settlements

According to Census 2011 data provided by Statistics South Africa, there are approximately 42 527 households in the Breede Valley municipal area. This section reflects the services that are available to households of Breede Valley.

2.11.1 Electricity

Electricity and street lighting are provided to all formal settlements and electricity and street or high-mast lights are provided to most informal areas in the Breede Valley region. Electricity is the main source of energy and lighting: 88,31% of households in BVM use electricity for lighting and energy, while 4,21% use candles (see Table 13). Electricity usage decreased from 90% of households in 2001 to 88,3% of households in 2011, with the usage rate of paraffin increasing from 4% to 7% of households in 2011. The increase in electricity tariffs and the growth of informal residential areas, where energy dependency is mainly reliant on paraffin and candles as primary sources, are two contributing factors for the declining electricity usage.

The table below illustrates access and usage of different forms of energy in accordance with the different racial demographics.

	Black African	Coloured	Indian or Asian	White	Other	TOTAL
Electricity	9 221	21 375	214	6 333	415	37 558
Gas	32	47	0	7	2	88
Paraffin	2 550	261	3	9	67	2 890
Candles	748	1 013	7	14	11	1 793
Solar	22	30	1	8	0	61
Other	0	0	0	0	0	0
None	51	79	0	2	5	137
TOTAL	12 624	22 805	225	6 373	500	42 527

TABLE 14: ENERGY OR FUEL FOR LIGHTING BY POPULATION GROUP OF HEAD OF HOUSEHOLD (CENSUS 2011)

A total of 22 583 households **within the urban edge** of the municipality have access to the minimum service level and above for electricity. Figure 12 below indicates the different service delivery level standards for electricity within the urban edge area of the municipality as at June 2015.

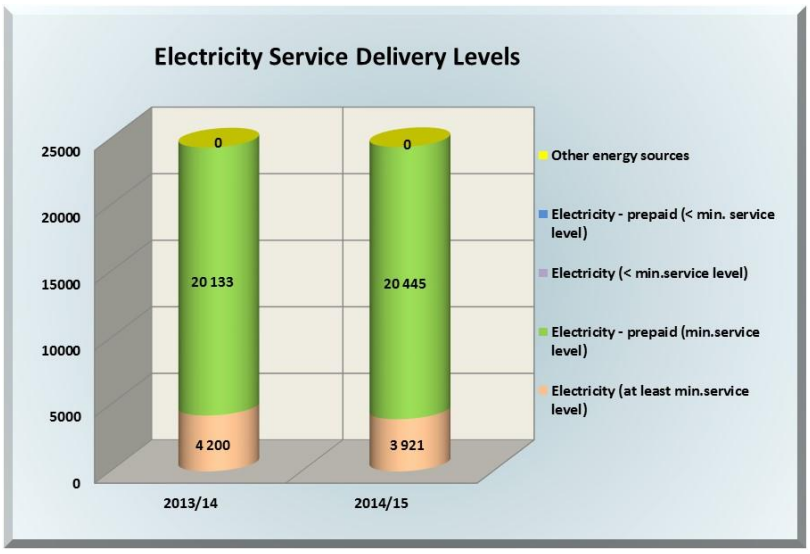


FIGURE 12: ELECTRICITY SERVICE DELIVERY LEVELS (SOURCE: ANNUAL REPORT 2014/2015)

At present the power outages (both planned and unplanned) are within acceptable norms. The areas mostly affected by unplanned outages are the rural areas, where overhead line systems are exposed to storms and lightning.

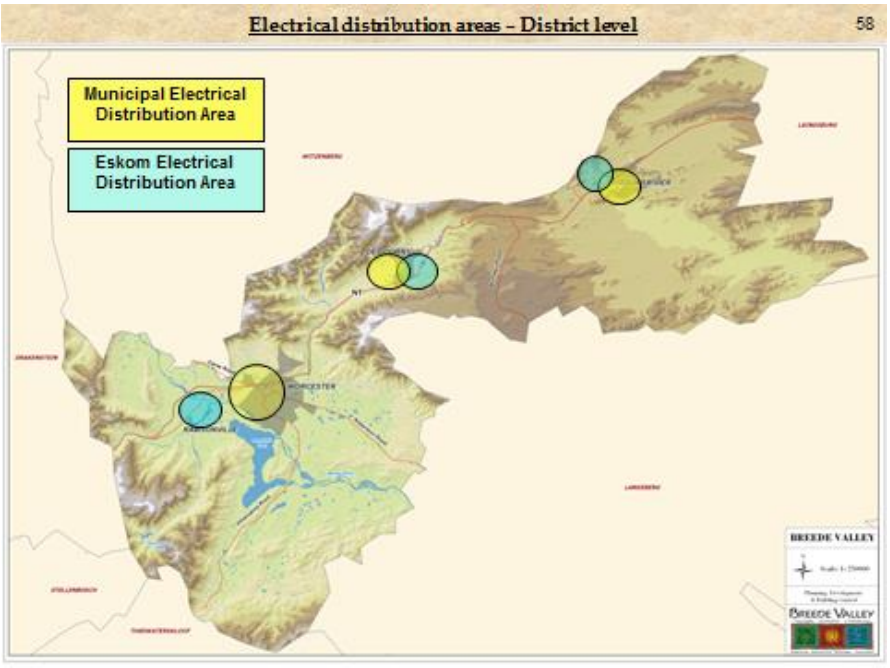


FIGURE 13: ELECTRICAL DISTRIBUTION AREAS (BVM TECHNICAL SERVICES DEPARTMENT)

The figure overleaf illustrates the electrical and lighting distribution projects to be undertaken during the 2016/2017 financial year. High-mast lighting is provided in dark, open spaces in order to enhance safety and security in communities. The provision of substations is handled in accordance with the electricity master plan, ensuring that the municipality gives effect to basic service delivery imperatives. The total monetary value of the projects is reflected in the draft budget for 2016/2017.

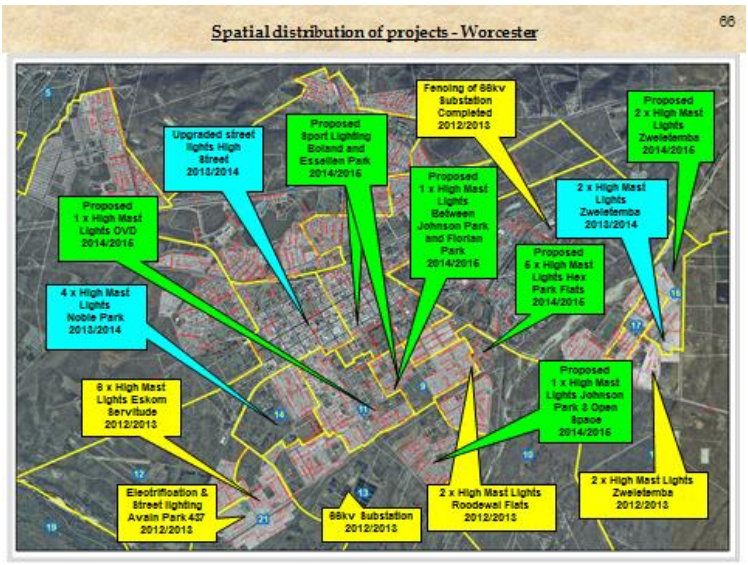

Spatial distribution of projects - Worcester
66
Upgraded street lights High Street 2013/2014
Proposed Sport Lighting Boland and Esselen Park 2014/2016
Fencing of 66kv Substation Completed 2012/2013
Proposed 2 x High Mast Lights Zwelethemba 2014/2016
Proposed 1 x High Mast Lights Between Johnson Park and Florian Park 2014/2016
2 x High Mast Lights Zwelethemba 2013/2014
Proposed 1 x High Mast Lights OVD 2014/2016
Proposed 6 x High Mast Lights Hex Park Flats 2014/2016
4 x High Mast Lights Noble Park 2013/2014
6 x High Mast Lights Eskom Servitude 2012/2013
Proposed 1 x High Mast Lights Johnson Park & Open Space 2014/2016
Electrification & Street lighting Avain Park 437 2012/2013
66kv Substation 2012/2013
2 x High Mast Lights Roodewal Flats 2012/2013
2 x High Mast Lights Zwelethemba 2012/2013

FIGURE 14: SPATIAL DISTRIBUTION OF PROJECTS - WORCESTER

The quality of electricity supply is dependent on the ability of the municipality to properly maintain its assets and the cooperation of local residents to ensure that electrical service stations are not vandalised and electrical supply points are not accessed without permission. The municipality has established a hotline for residents to report any illegal or unauthorised incidents that hamper effective and efficient service delivery across the Breede Valley.

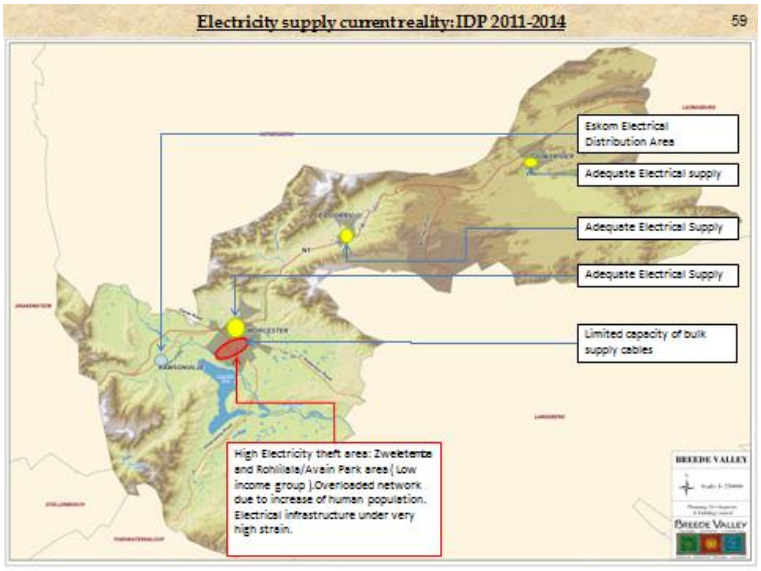

Electricity supply current reality: IDP 2011-2014
59
Eskom Electrical Distribution Area
Adequate Electrical supply
Adequate Electrical Supply
Adequate Electrical Supply
Limited capacity of bulk supply cables
High Electricity theft area: Zwelethemba and Rohlilala/Avain Park area (Low income group).Overloaded network due to increase of human population. Electrical infrastructure under very high strain.
BREEDE VALLEY

FIGURE 15: ELECTRICITY – CURRENT PROBLEMS

2.11.2 Sanitation

Breede Valley Municipality has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to sanitation services that promote sustainable livelihoods and economic development. Good sanitation services exist across the Breede Valley municipal area, with a total of 35 522 households (82,4%) having access to flush toilets connected to the sewerage system and 1 993 (3,4%) to a flush toilet with septic tank (Statistics SA, 2011). A total of 2 261 households do not have access to any toilet facility. Since 2001, the municipality has experienced an increase in the use of the bucket toilet system from 0,4% to 2,7% of households. This is a concern against the backdrop of the national policy drive to eradicate the bucket toilet system.

	Black African	Coloured	Indian or Asian	White	Other	TOTAL
None	1 509	706	4	16	26	2 261
Flush toilet (connected to sewerage system)	9 440	19 332	211	6 107	432	35 522
Flush toilet (with septic tank)	688	1 055	4	230	16	1 993
Chemical toilet	124	232	0	4	6	366
Pit toilet with ventilation (VIP)	37	79	0	2	0	118
Pit toilet without ventilation	33	109	2	0	0	144
Bucket toilet	342	777	4	6	9	1 138
Other	453	516	1	9	10	989
TOTAL	12 626	22 806	226	6 374	499	42 531

TABLE 15: SANITATION BY POPULATION GROUP OF HEAD OF HOUSEHOLD (CENSUS 2011)

When considering only households **within the urban edge of the municipality**, 22 457 households had access to the minimum sanitation service level by the end of June 2015, as depicted in the figure below:

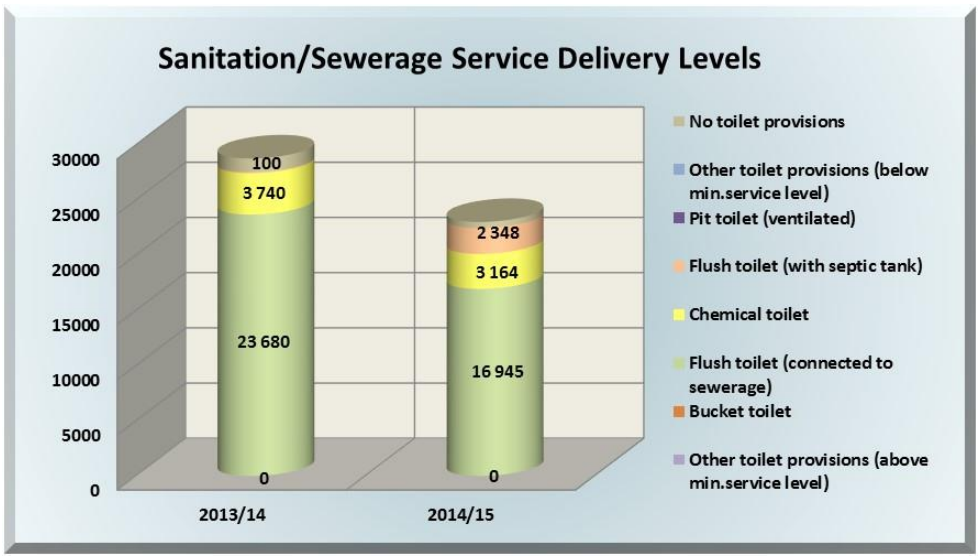


FIGURE 16: SANITATION SERVICE DELIVERY LEVELS (SOURCE: ANNUAL REPORT: 2014/2015)

2.11.3 Water supply

Access to potable water is the norm in Breede Valley Municipality. According to Census 2011, the number of households with access to piped water inside the dwelling was estimated at 29 453 (Statistics SA, 2011). Breede Valley residents have experienced a significant shift from access to potable water inside or outside the yard to inside the dwelling. A total of 615 households had no access to piped (tap water) in 2011.

	Black African	Coloured	Indian or Asian	White	Other	TOTAL
Piped (tap) water inside dwelling/institution	5 126	17 596	176	6 273	282	29 453
Piped (tap) water inside yard	3 688	3 845	34	58	114	7 739
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	2 776	955	10	16	82	3 839
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	307	135	2	3	5	452
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	335	27	0	6	1	369
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	43	16	1	0	0	60
No access to piped (tap) water	350	231	2	18	14	615
TOTAL	12 625	22 805	225	6 374	498	42 527

TABLE 16: MAIN SOURCE OF WATER USED BY HOUSEHOLDS (CENSUS 2011)

When considering households **within the urban edge** only, 26 665 households had access to the minimum water service level by the end of June 2015, as depicted in Figure 17 below:

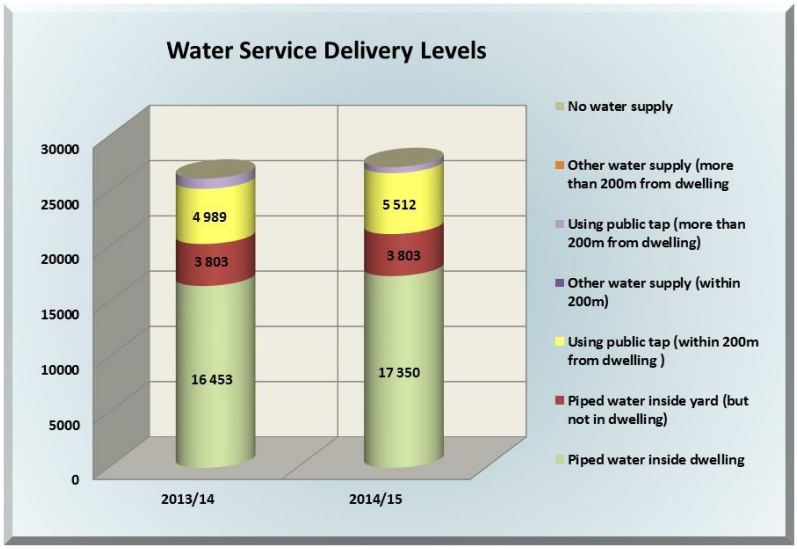


FIGURE 17: WATER SERVICE DELIVERY LEVELS (SOURCE: ANNUAL REPORT 2014/2015)

2.11.4 Refuse disposal

The majority of households in Breede Valley has access to refuse removal services from the municipality or external service providers/private companies. Refuse disposal takes place weekly in terms of a collection schedule compiled by the municipality. In 2011, refuse was disposed of by the local authority/private company for 75,3% of households. Households using their own refuse dump remained constant at 11,2%. Households not having any removal services increased to 2,9% in 2011.

	Black African	Coloured	Indian or Asian	White	Other	TOTAL
Removed by local authority/private company at least once a week	8 653	17 084	203	5 702	369	32 011
Removed by local authority/private company less often	641	1 409	1	141	12	2 204
Communal refuse dump	1 100	987	12	46	4	2 149
Own refuse dump	1 445	2 778	5	424	98	4 750
No rubbish disposal	746	423	4	44	15	1 232
Other	40	125	0	16	0	181
TOTAL	12 625	22 806	225	6 373	498	42 527

TABLE 17: REFUSE REMOVAL BY POPULATION GROUP OF HEAD OF HOUSEHOLD (CENSUS 2011)

When considering households **within the urban edge** only, 22 663 households had their refuse removed at least once per week, as at 30 June 2015 (see Figure 18).

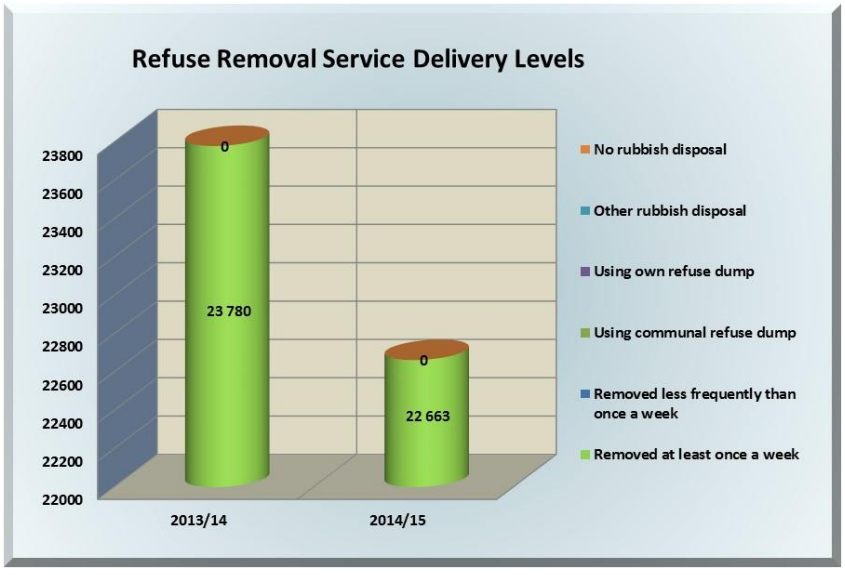


FIGURE 18: REFUSE REMOVAL SERVICE DELIVERY LEVELS (SOURCE: ANNUAL REPORT 2014/2015)

2.11.5 Roads

Breede Valley Municipality has a total roads area of 853,21 kilometres, which comprises 489,87 (57,4%) kilometres of surfaced roads and 363,34 (42,6%) kilometres of gravel roads. Rehabilitation, renovations and refurbishments will be completed by July 2015 on the Worcester-Bainskloof road at a total cost of R257 425 000 under the Provincial Roads Maintenance Programme, creating 181 jobs. Road upgrades are planned for the Worcester (Nekkies) road at a cost of R70 778 000 and Nekkies-Rawsonville road at a cost of R105 211 000. Both projects are due for completion by July 2018.

2.12 Access to free basic services

The access to free basic services is summarised according to the different services as specified in the following table:

Free basic services to low income households									
Year	Number of households								
	Total	Households earning less than R 3 500 per month							
		Free basic water		Free basic sanitation		Free basic electricity		Free basic refuse	
		Access	(%)	Access	(%)	Access	(%)	Access	(%)
2013/14	24 785	7 095	100	7 095	100	9 208	100	7 095	100
2014/15	25 839	7 593	100	7 593	100	10 049	100	7 593	100

TABLE 18: FREE BASIC SERVICES TO LOW INCOME HOUSEHOLDS

2.13 Key development challenges identified during Western Cape Government joint planning initiative

The Breede Valley Municipality has identified five critical development challenges as part of the Joint Planning Initiative of Provincial Government, namely (1) Lack of economic growth and a diversified economy; (2) Proliferation of informal settlements/backyard dwelling and high demand for housing; (3) High demand for community safety and reduction in crime levels; (4) Backlog in the rehabilitation and replacement of ageing infrastructure; (5) Development of rural nodes.

Challenge 1 Lack of local economic growth and a diversified economy

A particular serious problem in the Breede Valley is that of youth unemployment, with 13 859 youth currently out of work, which represents 20,2% of an economically-active population of 68 607 (Stats SA, 2011).

Economists suggest that a local economic growth rate in excess of 6% is required in order to address unemployment levels and create sustainable employment opportunities. Breede Valley Municipality achieved an economic growth rate of 2,4%,

which is below the average growth rate of 3,8% recorded in the Cape Winelands district over the last five years. Industry sectors that contracted in BVM were electricity, gas and water (-7,4%) and agriculture, forestry and fishing (-0,3%). A key concern is job shedding in a key economic sector such as agriculture, given the fact that the local economy is based on the agricultural industry. Despite the contraction, agriculture remains the key economic driver and largest employer in the Breede Valley Municipality (refer to Section 2.10).

Breede Valley Municipality currently experiences a mismatch in its skills profile with economic growth being experienced in sectors such as finance, ICT, business and commerce, tourism, renewable energy and agri-processing. The economy of the BVM is highly dependent on the agricultural industry, supplemented by a number of manufacturing companies integrated in the agricultural value chain. A critical challenge for Breede Valley is to diversify its local economy and create employment opportunities in identified growth sectors, specifically targeting the youth. In order to address this challenge, BVM needs to devise strategies to attract and possibly incentivise investment in the four major towns.

As mentioned in Section 2.10, the construction sector grew by 7,8% in the Breede Valley over the past five years. This indicates that the demand for artisans and pressure on roads infrastructure and the communication grid are likely to increase over the next few years. This inference has particular bearing on the education and skills development strategies of the provincial education authorities and the manner in which FET colleges such as Boland College address the need for artisans.

Secondary impact of Critical Development Challenge 1:

Social impact	Education Planning impact	Economic impact
• Increase in crime and drug abuse • Downgrade of social capital • Overload of criminal justice system • Increase in social assistance programmes • Growing indigent households • Growing vagrant population, especially in Worcester CBD • Limited social mobility, as unemployed persons are trapped in a poverty cycle	• Increased number of citizens requiring skills training • High demand for artisan training • Limited skills pool to exploit LED opportunities • Increased pressure on government programmes such as EPWP and CWP	• Limited future market potential for the consumption of goods and services • Negative impact on investor confidence • Limited economic growth prospects • Limited ability to pay for municipal services • Limited revenue base for municipality

Current initiatives:

Breede Valley Municipality has embarked on the following initiatives to address the high unemployment and poverty levels and to stimulate local economic development:

- Sale of industrial erven in Uitvlught Industrial Park. Properties are currently being valued as part of the transfer of assets procedure.
- Kleinplasie is included in the Worcester Museum Precinct feasibility study currently conducted by WCPG. In the interim, Kleinplasie is being made available to a private investor.
- Application will be made for registration of a PPP for a feasibility study into the possible development of the airport.
- Regional Socio-economic Programme, in partnership with WCPG and Deutsche Bank. Projects are being identified for social upliftment, urban upgrade and crime prevention.
- Municipal Jobs4U unit and website for youth development and employment opportunities.
- In process to link BVM website with tourism and Jobs4U website.
- Business Retention and Expansion Strategy development.
- Special Ratings Area aimed at the revitalisation of the Worcester CBD to attract investment and generate employment opportunities.
- Registration of unemployed persons on EPWP jobs database to access possible employment opportunities that may become available under the EPWP/CWP initiatives.
- Implement Genesis approach to strategically develop competitive advantage and sector competitiveness for the local economy by identifying catalytic projects to jumpstart the local economy, with support from SALGA and the Department of Economic Development and Tourism.
- Identify products and services tailored for inland markets to leverage locational advantage of major towns on the N1 and minimise dependency on urban market in Cape Town and disadvantage of tolls to gain access to these urban markets, in collaboration with the Department of Economic Development and Tourism.
- Creation of intensification corridors to promote a mutually supportive increase in residential (mixed income) and economic (mixed use) activity straddling the major routes.
- Improve signage in Worcester CBD.
- Implement waste recycling projects in Touws River, Paglande and the cleaning of street bins in Worcester aimed at job creation.
- Implement Zwelethemba Development Corridor to establish a business hub along the main road in Zwelethemba.
- Investigation of possible PPP at Nekkies.
- Investigate development models around the Worcester dam.
- Stimulate sports and wellness/health tourism.
- Strengthening of awareness programmes such as the Green Economy in the 2015/2016 financial year.
- Appointments: Manager: LED/advertised LED Officer position and Manager: Project Management.

Challenge 2 Proliferation of informal settlements/backyard dwelling and high demand for housing

Breede Valley Municipality has a current housing backlog of 24 711 households. The following housing demand list and informal structures provide a further indication of the demand for housing in the municipal area:

	Worcester	Rawsonville	De Doorns	Touws River	Total
BNG housing	17 235	941	4 112	1 070	**23 358**
Informal housing	5 555	384	6 600	98	**12 637**
Rental housing	2 520	22	202	21	**2 765**

The municipality has conducted its own survey into informal settlement patterns in Breede Valley to gauge the extent of informal housing:

Worcester	**Nuwe Mandela**	**3 000**
	Rolihlahla	2 555
De Doorns	Informal area	5 000
	GG Kamp	1 600
Touws River	Zion Park	98
Rawsonville	Spokiesdorp	189
	Hammat Square	122
	Geelkampie	73

A lack of suitable and well-located land, ageing bulk infrastructure (storm water, potable water, electricity, sewerage network), limited capital reserves, close proximity of available land to electricity installations or bulk infrastructure and flood-prone areas are major impediments to housing delivery in BVM.

The housing issue in Breede Valley is further compounded by a limited capacity of bulk supply electricity. Electricity infrastructure is under high strain in some areas due to an increase in the human population. Processes to identify and purchase suitable land for housing and the relocation of informal settlements are a lengthy process.

Secondary impact of Critical Development Challenge 2:

Environmental impact	Impact on basic service delivery	Impact on disaster management
• Increase in soil erosion • Environmental degradation and	• Limited and inadequate access to basic services by informal/ backyard	• Limited and inadequate access to fire and disaster management services

impact on bio-sensitive areas • Ineffective land use management practices • River pollution • Inadequate public transport to these areas • Unhygienic environmental conditions leading to increased susceptibility to illnesses such as diarrhoea	dwellers • Inadequate housing which leads to an overpopulation of existing municipal housing infrastructure • Increase in water losses • Increase in electricity losses with resultant impact on stability of local electricity networks	due to often inaccessible areas • Increased risk of runaway fires as informal houses consist of highly flammable material • Increase in the susceptibility to storms

Current initiatives:

- Touws River: Process to buy land and resettlement of citizens in informal housing under way.
- De Doorns: Land purchased and 1 000 houses built.
- GG Kamp: Private land; an application for electrification lodged with ESKOM.
- Rawsonville: In the process to buy land for housing and resettlement of informal settlements.
- Worcester: Planning phase of Transhex transit area, including 8 000 units with basic services for informal housing.
- Housing toolkit was developed to understand the development potential of available land pockets in the main settlements of Rawsonville, Worcester, De Doorns and Touws River.
- Demand management for housing based on the housing waiting list database of the municipality and the Department of Human Settlements.
- Breede Valley Housing Pipeline guides the identification and implementation of human settlement projects.
- Appointments: Manager: Human Settlements & Housing Adminstration; Project Manager: Informal Settlements.
- Review of Housing Administration Policy.

Challenge 3 High demand for community safety and reduction in crime levels

Breede Valley experiences high crime levels, especially burglaries at residential premises (798) and drug related crimes (1 153). The operation of organised crime syndicates and gangsterism are two major contributing factors to high crime levels. High levels of gangsterism can be attributed to the following reasons:

- Close proximity of a large metropole, which presents a major target market for elicit goods trading.
- Criminals perceive Worcester as a safe haven, away from the city.

- Worcester has a favourable location off the N1 when goods need to be transported to inland markets.
- A high population density in rental flats and backyard dwelling present a favourable breeding ground for criminal activities.
- Corruption amongst law enforcement agencies such as SAPS.
- Broken homes, high levels of domestic violence, abuse, the lure of money and the yearning to belong to a family-like structure attracts vulnerable youth to criminal gangs.

Secondary impact of Critical Development Challenge 3:

Social impact	Economic impact
• Increase in crime, alcohol and drug abuse • Downgrade of social capital • Overload of criminal justice system	• Negative impact on investor confidence • Limited economic growth prospects

Current initiatives:

- Participation in the Regional Socio-economic Programme (RSEP). Limited funding from BVM and a decrease in funding made available by WCPG will limit the impact of this initiative.
- Active Community Policing Forum.
- Joint initiatives with the Worcester Business Forum to address vagrants in the CBD.
- Active neighbourhood watches.
- 18 high-mast lights erected in vulnerable communities.
- Sector policing service points established in collaboration with SAPS.
- Appointment of a Community Development Officer.
- Development of Social Development Plan, incorporating a strategy for holistic social and community development.
- Support from DLG with implementation programme for Thusong Centre.
- Improvement of sport and recreational opportunities amongst the youth (“vlakkie krieket” world tournament).
- Community education to improve moral fibre.
- Interventions through early childhood development programmes and crèches.
- Strengthening of intergovernmental relations to reduce incidence of crime.
- Development of Municipal Sustainable Social Development Plan and collaboration with social partners such as WEEAD, Vula Youth, Worcester Business Forum, Ithemba Centres of Hope, Expression Session and others.

Challenge 4 Backlog in the rehabilitation and replacement of ageing infrastructure

The Breede Valley Municipality experiences an average of 466 sewer blockages per month. The number of breakdowns in the municipality's refuse compactors has a negative impact on consistent and quality service delivery in the area of refuse removal. A total of 247 water pipe bursts occurred in the last financial year. The current rate for burst pipes per 100 km of network is 53. A challenge for Breede Valley is to reduce the number of burst pipes per year to 20 or less, which is similar to the City of Cape Town's benchmark. There is no standby for pump stations at present, with no emergency tanker. There is insufficient bulk capacity for water at De Doorns, waste water at Rawsonville and electricity at Worcester. A regular overload of the electrical network is experienced in Zwelethemba and Rolihlahla/Avian Park due to sharp increases in population in these areas.

Backlog in refurbishment and replacement of infrastructure assets		
Item	**Length**	**Unit**
Water pipe replacements	47	km
Sewer replacements	35	km
Bulk WT and WWT		
Resurfacing of streets	136	km
Plant and vehicles		
Waste		
Dirt/gravel roads	36	km
Storm water pipes and channels	4	km
Electricity		
Building Maintenance		
(BACKLOG = Should have been done already)		

Secondary impact of Critical Development Challenge 4:

A lack of preventative maintenance of basic service delivery infrastructure acts as a major bottleneck for economic growth and future economic development.

Current initiatives:

- Regular cleaning of storm water system.

- 91,5 km sewer pipes cleaned by Vac jet machine.
- Resurfacing of roads in low income areas in all towns.
- Development of an annual scheduled maintenance programme.
- Implementation of a new On-Key maintenance management system.
- Rehabilitation and maintenance of roads according to priority list on the pavement management system.
- Implementation of wheelie bins and steel skips to improve waste removal system.
- 100% spending of MIG and RBIG 2013/14.
- Civil Engineering/Infrastructure Project Management.
- Construction Procurement System in place.
- Increase in MIG and RBIG funding.

Challenge 5 Development of rural nodes

Breede Valley's rural areas are characterised by a lack of social and economic development. A high population of foreigners is found in rural areas, who often competes for limited resources, business and employment opportunities. A high incidence of unemployment, poverty and social problems are often associated with rural areas in the Breede Valley region. Employment opportunities are mainly seasonal by nature, which impacts on creating sustainable livelihoods in rural communities. The abuse of alcohol and drugs leads to the breakdown of the social fibre in rural communities, which often leads to a breakdown in the family structure and social cohesion.

Secondary impact of Critical Development Challenge 5:

- **In-migration to Worcester, increasing pressure on bulk service capacity**
- **Loss of indigenous knowledge systems in rural areas**
- **Civil disobedience and unrest in rural towns**
- **High incidence of foetal alcohol spectrum (FAS) as a result of alcohol abuse and other social ills such as malnutrition, child neglect, domestic violence, etc.**

Current initiatives:

- Provide free basic services to indigent households, of which a large number is from rural households.
- Rural development is incorporated in the Spatial Development Framework.
- Upgrade of critical infrastructure in rural areas.
- Breede Valley participates in the Regional Socio-economic Programme (RSEP).

Farmworkers in the Breede Valley:

It is imperative that the municipality drives a process that will facilitate the registration of farm residents on the housing demand database, or what is commonly known to many as the housing waiting list.

Farmworkers must also be included in all future plans of the municipality in terms of development and access to all basic services they are entitled to.

The municipality might not be in a position to deliver other services on farms, but we certainly have a responsibility towards the farm residents in providing access to opportunities to help them create a better future for themselves.

Farmworkers and especially the youth and other vulnerable groups such as women and the elderly must be assisted in all ways possible. We need to facilitate the process that will allow us to have a platform to engage the community of farmworkers and tend to the safety, health and welfare, sport and recreational, educational and economic wellbeing of all farm residents.

This process can be followed by utilising initiatives such as:

- Mass communications (all local media)
- Registration drives and municipal outreaches to all farms in the Breede Valley
- Contacting all farmers/owners, associations and farmworker unions

Since August 2015, the Department of Rural Development and Land Reform has rolled out the Rural Poverty Household profiling in Ward 2-4 in De Doorns in order to address the extreme poverty experienced by rural communities. It is envisaged that the following programmes will emanate from the household profiling, and will resort under the CRDP umbrella programme:

- Rural poverty reduction
- Establishment and Registration of Primary Cooperatives
- Support of Secondary and Tertiary Cooperatives
- Facilitation and Support of rural industries through various training interventions
- Support rural business

This intervention is particularly significant against the background of huge scale agricultural migration to the De Doorns area between September and March each year, when close to 11 000 workers are attracted to the area. This has huge implications for Breede Valley Municipality in its planning to deliver municipal services, especially refuse removal, proper

clean toilets, running water for all, recreational facilities for children, access to housing, health services, crèche facilities and food security.

JOINT PLANNING INITIATIVE OUTCOMES AGREED WITH BREEDE VALLEY MUNICIPALITY

JPI	Municipality	PSG	JPI Type	Agreed JPI Projects
JPI 1_061	Breede Valley Municipality	**PSG 4: Enable a resilient, sustainable, quality and inclusive living environment**	**Integrated Settlement Development**	**Fast Tracking of housing delivery within Breede Valley municipality:** 1. Fast tracking of Transhex Development (Identified as a Provincial catalytic project); 2. Continuous implementation of the municipality's housing pipeline (Infilling and upgrading).
JPI 1_083	Breede Valley Municipality	**PSG 1: Create opportunities growth and jobs**	**Investment in Bulk Infrastructure**	**Development of economic infrastructure**: 1. Uitvlug industrial park 2. Hex Rivier development 3. Inland port development

JPI 1_101	Breede Valley Municipality	**PSG 3: Increase Wellness, safety and reducing social ills**	**Social Initiatives**	**Coordinated Skills Development plan:** 1. Absorption of Makasizwe graduates 2. Expand engineering programme at Boland FET college; 3. Audit to understand sectoral skills gaps and opportunities.
JPI 1_101	Breede Valley Municipality	**PSG 3: Increase Wellness, safety and reducing social ills**	**Social Initiatives**	**Implementation of RSEP model throughout the municipality:** 1. Reduce crime (drug-related and gangsterism); 2. Conducive living conditions; 3. Safety and Security Operational Approach; 4. Protection of Communities from disasters and fire incidents; 5. Embark on a whole society approach.

CHAPTER 3

CHAPTER 3

The Breede Valley Municipality developed and adopted a five-year strategy plan (IDP) for the period 1 July 2012 to 30 June 2017. The IDP is therefore central to the long-term sustainable management of the municipality and informs key processes, developments and decisions within the municipal service area landscape, namely:

- the annual budget of the municipality;
- the budgets and investment programmes of all sector departments (national and provincial) that implement projects or provide services within the municipality;
- the business plans of the municipality;
- land-use management decisions;
- economic promotion measures;
- the municipality's organisational set-up and management systems; and
- the monitoring and performance management system.

3.1 SWOT analysis

A strategic planning session was held in October 2011 with the management team, with the broad objective of defining the municipality's strategy for the next five years and allocating resources to pursue the strategy. A SWOT analysis was done to identify the municipality's strengths, weaknesses, opportunities and threats in order to gain a better understanding of the municipality, the environment in which it operates and its capacity to pursue a new strategy. Members of the management team jointly undertook a guided process of self-assessment, which included the following steps:

- Identification of the strengths and weaknesses of the municipality
- Identification of opportunities to overcome the weaknesses
- Identification of threats which may prevent the municipality from successfully exploiting the opportunities

	Positive	Negative
Present situation	**STRENGTHS**: ❒ Political stability and a stable Council ❒ Human capital and capacity ❒ Compliance with legislative requirements ❒ Good administrative management record ❒ Excellent tourism potential and strong wine industry ❒ Experienced personnel ❒ Committed key role-players	**WEAKNESSES**: ❒ Skill shortage and high staff turnover ❒ Silos in planning and alignment ❒ Optimal utilisation of staff ❒ Limited integration between directorates and departments ❒ Low work ethic and morale ❒ Lack of service charter ❒ Ageing infrastructure ❒ Poverty and growing indigent households ❒ Limited funding ❒ Limited budget for maintenance of infrastructure ❒ Insufficient office accommodation (old municipal building outdated) ❒ Staff wellness ❒ Retention of staff - experienced staff are leaving the service ❒ Limited capital reserves
Future	**OPPORTUNITIES**: ❒ Change management process ❒ Filling of critical posts ❒ New paradigm opportunity ❒ Develop new culture of work ❒ To understand municipal policies and procedures ❒ To establish a social contract with the community we serve ❒ To become a model municipality ❒ Initiation of RSEP ❒ Locational advantage	**THREATS**: ❒ Non-compliance with certain laws and regulations ❒ Low grading of municipality ❒ Unemployment ❒ Climate change ❒ Crime ❒ Environmental management ❒ Impact of housing projects and industrial development on infrastructure ❒ Limited funding ❒ Insufficient law enforcement ❒ Energy sources ❒ Land available for development in private or state ownership ❒ Education and skills shortages

TABLE 19: SWOT ANALYSIS

3.2 Strategic objectives

Section 24 of the Municipal Systems Act states:

"(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in Section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution."

STRATEGIC OBJECTIVES	
SO 1	To create a unique and caring Valley of service excellence, opportunity and growth.
SO 2	To provide, maintain and assure basic services and social upliftment for the Breede Valley community.
SO 3	To create an enabling environment for employment and poverty eradication through proactive economic development and tourism.
SO 4	To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people.
SO 5	To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government.
SO 6	To ensure a healthy and productive workforce and an effective and efficient work environment.
SO 7	To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices.

TABLE 20: STRATEGIC OBJECTIVES

Breede Valley Municipality aims to align its strategic objectives with national and provincial development programmes. A detailed discussion of the national and provincial strategic directives is provided in Chapter 2. The following table illustrates the alignment of Breede Valley Municipality's strategic objectives with the key national, provincial and regional strategies.

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	CWDM Strategic Objectives	Breede Valley Strategic Objectives
Eradicate extreme poverty and hunger	An economy that will create more jobs	Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	Decent employment through inclusive economic growth	Creating opportunities for growth and jobs	To support and ensure the development and implement-ation of infra-structural services such as bulk and internal services, functional road network and public transport services that contribute to integrated human settlements in the CWDM	SO 3: To create an enabling environment for employment and poverty eradication through proactive economic development and tourism
	Improve and expand infrastructure	Massive programme to build economic and social infrastructure	An effective, competitive and responsive economic infrastructure network	Integrating service delivery for maximum impact Increasing access to safe and efficient transport	To support and ensure the development and imple-mentation of infrastructural services such as bulk and internal services, functional road network and public transport services that contribute to Integrated Human Settlements in the CWDM	SO 2: To provide, maintain and assure basic services and social upliftment for the Breede Valley community
	Transition to a low-carbon economy			Mainstreaming sustainability and optimising resource-use efficiency		
	Transform urban and rural spaces	Comprehensive rural develop-ment strategy linked to land and agrarian reform and food security	Vibrant, equitable and sustainable rural communities and food security	Creating opportunities for growth and development in rural areas		
Ensure environmental sustainability	Reverse the spatial effects of apartheid	Build cohesive, caring and sustainable communities Sustainable resource management	Sustainable human settlements and improved quality of household life Protection and enhancement	Developing integrated and sustainable human settlements	To facilitate the development of sustainable regional land use, economic, spatial and environmental frameworks that will support and	SO 4: To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people.

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	CWDM Strategic Objectives	Breede Valley Strategic Objectives
		and use	of environmental assets and natural resources		guide the development of a diversified, resilient and sustainable district economy	
Achieve universal primary education	Improve education and training	Strengthen the skills and human resource base	Improve the quality of basic education A skilled and capable workforce to support inclusive growth	Improving education outcomes	To facilitate and ensure the development and empower-ment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands	SO 1: To create a unique and caring Valley of service excellence, opportunity and growth
Reduce child mortality Improve maternal health Combat HIV/AIDS, malaria, and other diseases	Provide quality healthcare for all	Improve the health profile of society	Improve health and life expectancy	Increasing wellness	To facilitate and ensure the development and empower-ment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands	SO 1: To create a unique and caring Valley of service excellence, opportunity and growth
	Build safer communities	Intensify the fight against crime and corruption	All people in South Africa must feel protected and safe	Reducing poverty Increasing safety		
	Build a capacity state Fight corruption and enhance accountability	Build a developmental state including improvement of public services and strengthen democratic	A develop-ment-orientated public service and inclusive citizenship A responsive	Building the best-run regional government in the world	To provide an effective and efficient support service to the Cape Winelands District Municipality's	SO 5: Provide democratic, accountable government for local communities and encourage involvement of communities and

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	CWDM Strategic Objectives	Breede Valley Strategic Objectives
		institutions	and accountable, effective and efficient local government system		executive directors so that the organisational objectives can be achieved	community organisations in the matters of local government SO 6: Ensure a healthy and productive workforce and an effective and efficient work environment SO 7: Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices
Promote gender equity and empower women Develop a global partnership for development	Transform society and unite the country	Pursue regional development, African advancement and enhanced international cooperation	A better South Africa, a better Africa and a better world	Increasing social cohesion	To facilitate and ensure the development and empower-ment of the poor and most vulnerable people, particularly women, children, youth, the disabled, elderly persons and rural dwellers throughout the Cape Winelands	SO7: Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices

TABLE 21: ALIGNMENT OF STRATEGIC OBJECTIVES

3.3 Strategic focus areas and functional priorities

The National Development Plan (Vision 2030) sets out a plan to move South Africa to a new improved trajectory of economic growth to address poverty and inequality, thereby creating sustainable livelihoods, where active citizens take responsibility for their own development through working with government. The OneCape 2040 provincial strategy charts a way forward towards a society where inequality is addressed and the factors limiting citizens' ability to participate in the economy are minimised. The vision also strives towards a resilient, inclusive and competitive Western Cape with higher rates of employment producing growing incomes, greater equality and an improved quality of life for all the citizens of the Western Cape.

The Western Cape Provincial Government is currently reviewing its Provincial Strategic Plan (PSP) and Provincial Transversal Management System (PTMS). The current process involves municipalities, through the Joint Planning Initiative, identifying and refining the strategic intent of the Western Cape Government over the next five years (2014-2019). The process envisages the consolidation of the current eleven provincial strategic objectives (PSO) into five strategic goals (SG) encompassing the following:

- Creating opportunities for economic growth and jobs
- Improving education outcomes and opportunities for youth development
- Increasing wellness, safety and tackling the social ills in all our communities
- Creating an inclusive, resilient, sustainable and quality living environment
- Embedding good governance and integrated service delivery

The table below aligns Breede Valley Municipality's strategic objectives with national, provincial and district strategic directives. It also links with municipal functions and objectives that will ensure implementation by the organisation. These strategies and objectives will also inform the distribution of resources (financial/human) throughout the municipal structure.

Municipal Strategic Objective	SO1 – To create a unique and caring Valley of service excellence, opportunity and growth
National Key Performance Area	Basic service delivery Local economic development
National Outcomes	A responsive and accountable, effective and efficient local government system Vibrant, equitable and sustainable rural communities and food security
National Development Plan	Provide quality healthcare for all Build safer communities Transform urban and rural space An economy that will create jobs
Provincial Strategic Objectives	Increasing wellness Reducing poverty Increasing safety Creating opportunities for growth and development in rural areas
Municipal Function	Community services All municipal departments
Applicable Departmental Objectives	To promote tourism and economic development and reduce unemployment and poverty in the municipal area
Functional priorities	❒ Establish partnerships with all role-players in the social development sector to improve cooperation, integration and effective utilisation of resources ❒ Conduct a social development plan/study to inform the municipality's response/ involvement in future programmes/initiatives for the youth, women, people with disabilities and the elderly. Plan to be implemented by 2014. ❒ To promote social cohesion within the municipal service area

TABLE 22: STRATEGIC OBJECTIVE 1 - TO CREATE A UNIQUE AND CARING VALLEY OF SERVICE EXCELLENCE, OPPORTUNITY AND GROWTH

Municipal Strategic Objective	SO2 – To provide, maintain and assure basic services and social upliftment for the Breede Valley community
National Key Performance Area	Basic service delivery
National Outcomes	Sustainable human settlements and improved quality of household life
National Development Plan	Improving and expand infrastructure
Provincial Strategic Objectives	Develop integrated and sustainable human settlements
Municipal Function	Technical services

Applicable Departmental Objectives	❒ To set and maintain an acceptable standard of building activity in the Breede Valley ❒ To ensure the optimal use of land within a political, social, cultural, environmental and economic context ❒ To promote tourism and economic development and reduce unemployment and poverty in the municipal area ❒ To maintain the structural and civil infrastructure (excluding electrical) and mechanical assets of the Breede Valley Municipality ❒ To maintain the roads, sidewalks, kerbs and storm water systems to ensure safe vehicle and pedestrian movement ❒ To remove and dispose all kinds of waste (other than medical and hazardous waste) ❒ To maintain the water and sewer networks within the municipal area to ensure the distribution of water and the collection of sewerage ❒ To maintain the vehicles (± 353) and plant (± 190) of the municipality to ensure an effective fleet of vehicles and plant ❒ To maintain and supply a service to the public in terms of 260 public open spaces and parks, gardens, nine sports fields, street trees and 11 cemeteries and to eradicate alien vegetation and perform a pest control service ❒ To improve the solid waste service and maintain existing infrastructure ❒ To maintain and clean the municipal commonage grounds ❒ To provide all communities with quality water ❒ To maintain and upgrade resorts and swimming pools ❒ To maintain and improve the sewerage system ❒ To compile, implement and project manage all capital works including the municipal infrastructure grant (MIG) and regional infrastructure grant (RBIG) within the ambit of civil engineering ❒ To ensure the continuous supply of basic electricity
Functional priorities	❒ Upgrading and provision of bulk infrastructure ❒ Sufficient maintenance of infrastructure assets ❒ Provision of clean and safe water ❒ Extensions and access to electricity ❒ Maintenance and upgrading of roads, streets and storm water drainage ❒ Provision of cleaning services ❒ Development of a funding and capacity strategy for infrastructure development ❒ Expand and strengthen the EPWP ❒ Roads maintenance and upgrading ❒ Construction and implementation of approved capital projects

TABLE 23: STRATEGIC OBJECTIVE 2 - TO PROVIDE, MAINTAIN AND ASSURE BASIC SERVICES AND SOCIAL UPLIFTMENT FOR THE BREEDE VALLEY COMMUNITY

Municipal Strategic Objective	SO3 – To create an enabling environment for employment and poverty eradication through proactive economic development and tourism
National Key Performance Area	Local economic development
National Outcomes	Decent employment through inclusive economic growth
National Development Plan	An economy that will create jobs
Provincial Strategic Objectives	Creating opportunities for growth and jobs
Municipal Function	Technical services Strategic support services All municipal departments
Applicable Departmental Objectives	❒ To promote tourism and economic development and reduce unemployment and poverty in the municipal area
Functional priorities	❒ Expand sustainable infrastructure and bulk services to expand the rate base of the municipality ❒ Create a healthier investor-friendly environment ❒ Market Breede Valley as a tourism destination and a preferred area for business investment ❒ Build partnerships with local economic development initiatives ❒ Strengthen relations with business chambers, tourism and agricultural sectors

TABLE 24: STRATEGIC OBJECTIVE 3 - TO CREATE AN ENABLING ENVIRONMENT FOR EMPLOYMENT AND POVERTY ERADICATION THROUGH PROACTIVE ECONOMIC DEVELOPMENT AND TOURISM

Municipal Strategic Objective	SO4 – To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people
National Key Performance Area	Basic service delivery
National Outcomes	All people in South Africa are protected and feel safe Sustainable human settlements and improved quality of household life Protection and enhancement of environmental assets and natural resources
National Development Plan	Building safer communities Reversing the spatial effects of apartheid Transform urban and rural space
Provincial Strategic Objectives	Increasing safety Developing integrated and sustainable human settlements
Municipal Function	Community services Housing Planning
Applicable Departmental Objectives	❒ To enhance community safety and risk management ❒ To execute traffic control and law enforcement activities ❒ To address and manage the housing backlog in the municipal service area ❒ To set and maintain an acceptable standard of building activity ❒ To ensure the optimal use of land within a political, social, cultural, environmental and economic context ❒ To remove and dispose of all kinds of waste (other than medical and hazardous waste)
Functional priorities	❒ Transforming law enforcement as a mechanism to ensure that all communities can work and live in a safe environment ❒ Develop a strategy for the improvement of law enforcement within the municipal service area ❒ Investigate and establish a municipal court ❒ Monitor and improve the control and management of informal settlement within the municipal service area ❒ Conduct a study on migration patterns within the Breede Valley region

TABLE 25: STRATEGIC OBJECTIVE 4 - TO ENSURE A SAFE, HEALTHY, CLEAN AND SUSTAINABLE EXTERNAL ENVIRONMENT FOR ALL BREEDE VALLEY'S PEOPLE

Municipal Strategic Objective	SO5 – Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government
National Key Performance Area	Good governance and public participation
National Outcomes	A responsive and accountable, effective and efficient local government system
National Development Plan	Build a capacity state
Provincial Strategic Objectives	Building the best-run regional government in the world
Municipal Function	Office of the Municipal Manager and Strategic support services
Applicable Departmental Objectives	To provide a support service for meetings of council
Functional priorities	❒ Strengthening the oversight role and function of council structures ❒ Improve council and committee monitoring and implementation of council resolutions ❒ Expand the decentralised service model within Breede Valley ❒ Review and adopt the communication policy ❒ Implement specific mechanism to improve communication and public participation in municipal affairs: ○ Restructuring and training of the ward committees ○ Establishment of an IDP representative forum ○ Launching a municipal newsletter ○ Hosting community summits and multi-sectorial forums meetings

TABLE 26: STRATEGIC OBJECTIVE 5 - PROVIDE DEMOCRATIC, ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES AND ENCOURAGE INVOLVEMENT OF COMMUNITIES AND COMMUNITY ORGANISATIONS IN THE MATTERS OF LOCAL GOVERNMENT

Municipal Strategic Objective	SO6 – Ensure a healthy and productive workforce and an effective and efficient work environment.
National Key Performance Area	Municipal transformation and institutional development
National Outcomes	A responsive and accountable, effective and efficient local government system A skilled and capable workforce to support inclusive growth
National Development Plan	Build a capacity state Fight corruption and enhance accountability
Provincial Strategic Objectives	Building the best-run regional government in the world
Municipal Function	Office of the Municipal Manager Strategic Support Services
Applicable Departmental Objectives	❒ To create a functional organisation that enables optimal performance by developing and retaining a skilled representative workforce ❒ To perform independent audits to evaluate whether policies and processes are designed and operating effectively and provide recommendations for improvement ❒ To manage the municipality to deliver services in terms of the legislative requirements ❒ To align performance of the municipality to the strategy of council and continuously assess progress made and corrective action required ❒ To implement and maintain processes to facilitate compliance with legislation and best practices
Functional priorities	❒ Organisational review and design of the municipal staff establishment (organogram) ❒ Implement change management processes to realign the municipality human resource capacity to become a more productive workforce ❒ Strengthen performance management processes to improve productivity ❒ Review and approve the Employment Equity Plan ❒ Develop and introduce a professional fleet management programme and strategy

TABLE 27: STRATEGIC OBJECTIVE 6 - ENSURE A HEALTHY AND PRODUCTIVE WORKFORCE AND AN EFFECTIVE AND EFFICIENT WORK ENVIRONMENT

Municipal Strategic Objective	SO7 – Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices
National Key Performance Area	Municipal financial viability and management
National Outcomes	A responsive and accountable, effective and efficient local government system
National Development Plan	Fight corruption and enhance accountability
Provincial Strategic Objectives	Building the best-run regional government in the world
Municipal Function	Financial Services
Applicable Departmental Objectives	❒ To procure goods and services in time to the end user ❒ Broadening and improve the revenue base ❒ Assure a sustainable future through sound financial management
Functional priorities	❒ Develop and implement a strategy to identify additional sources of revenue for financing major capital projects and maintenance of assets ❒ Improve the debt collection rate by reviewing and implementing the debt collection policy ❒ Improve in the monitoring of the financial health of the municipality ❒ Develop a system to address all audit findings and work towards achieving a clean audit by 2016 ❒ Develop a long-term financial strategy

TABLE 28: STRATEGIC OBJECTIVE 7 - ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH, CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES

CHAPTER 4

CHAPTER 4

The Breede Valley Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as determined in terms of the Local Government: Municipal Demarcation Act, 1998. The municipality is categorised as a category B municipality by the Demarcation Board and has an executive mayoral system. The purpose of this chapter is to discuss the governance structure and to put the institutional structure required to deliver on the objectives in the IDP into perspective.

4.1 Council

The Council of the Breede Valley Municipality comprises 41 elected councillors, made up from 21 ward councillors and 20 proportional representation (PR) councillors elected based on the proportionality of votes cast for the respective parties. The portfolio committees are made up of councillors drawn from all political parties. Below is a table that categorises the councillors within their specific political parties and wards:

COMPOSITION OF COUNCIL			
Name of Councillor	**Capacity**	**Political Party**	**Ward Representing or Proportional**
A. Steyn	Executive Mayor	DA	Ward 6
J.D. Levendal	Deputy Executive Mayor	DA	Proportional
M. Sampson	The Speaker	DA	Ward 11
C. Wilskut	Councillor	BO	Proportional
P.G. Smith	Councillor	COPE	Ward 1
M.N. Lubisi	Councillor	ANC	Ward 2
P.B. Januarie	Councillor	ANC	Ward 3
P. Marran	Councillor Councillor: District Municipality	ANC	Ward 4
B.J. Kriegler	Councillor	DA	Ward 5
W.R. Meiring	Member of Mayoral Committee	DA	Ward 7
N.V. Steto	Councillor	ANC	Ward 8
G. Stalmeester	Councillor Councillor: District Municipality	DA	Ward 10
E. van der Westhuizen	Councillor	DA	Proportional
E.Y. Sheldon	Member of Mayoral Committee	DA	Ward 12

COMPOSITION OF COUNCIL			
Name of Councillor	Capacity	Political Party	Ward Representing or Proportional
R. Farao	Councillor	DA	Ward 13
C. Ismail	Councillor	Independent	Ward 14
J.A. Boshoff	Councillor	DA	Ward 15
N. Jali	Councillor	ANC	Ward 16
P. Tyira	Councillor	ANC	Ward 17
T.B. Dyonta	Councillor	DA	Ward 18
S. Goedeman	Member of Mayoral Committee	DA	Ward 19
R. Blom	Councillor	DA	Ward 20
T.M. Wehr	Councillor	DA	Ward 21
W.M. Blom	Member of Mayoral Committee	DA	Proportional
M.N. Bushwana	Councillor Councillor: District Municipality	ANC	Proportional
A.M. Du Toit	Member of Mayoral Committee	DA	Proportional
L. Dyabooi	Councillor	ANC	Proportional
S.E. James	Councillor	ANC	Proportional
C. Ntsomi	Councillor	ANC	Proportional
A.E. Jordaan	Member of Mayoral Committee	DA	Proportional
B.V. Klein	Councillor	ANC	Proportional
S. Lakey	Councillor	DA	Proportional
E.S.C. Matjan	Councillor Councillor: District Municipality	DA	Ward 9
S.J. Mei	Member of Mayoral Committee	DA	Proportional
S.B. Mfutwana	Councillor	ANC	Proportional
B.W. Ntshingila	Councillor	ANC	Proportional
L. Richards	Councillor	ANC	Proportional
J. Schneider	Councillor	DA	Proportional
J.F. Van Zyl	Member of Mayoral Committee	DA	Proportional
G Jaftha	Councillor	CI	Proportional
V.K. Apollis	Councillor	BO	Proportional

TABLE 29: COMPOSITION OF COUNCIL

4.2 The Executive Mayoral Committee

The Council has an Executive Mayor and Executive Councillors consisting of the Deputy Executive Mayor, the Speaker and eight (8) full-time Councillors who each hold a direct portfolio as assigned by the Executive Mayor. The portfolios assigned to the members of the Executive Mayoral Committee are as follows:

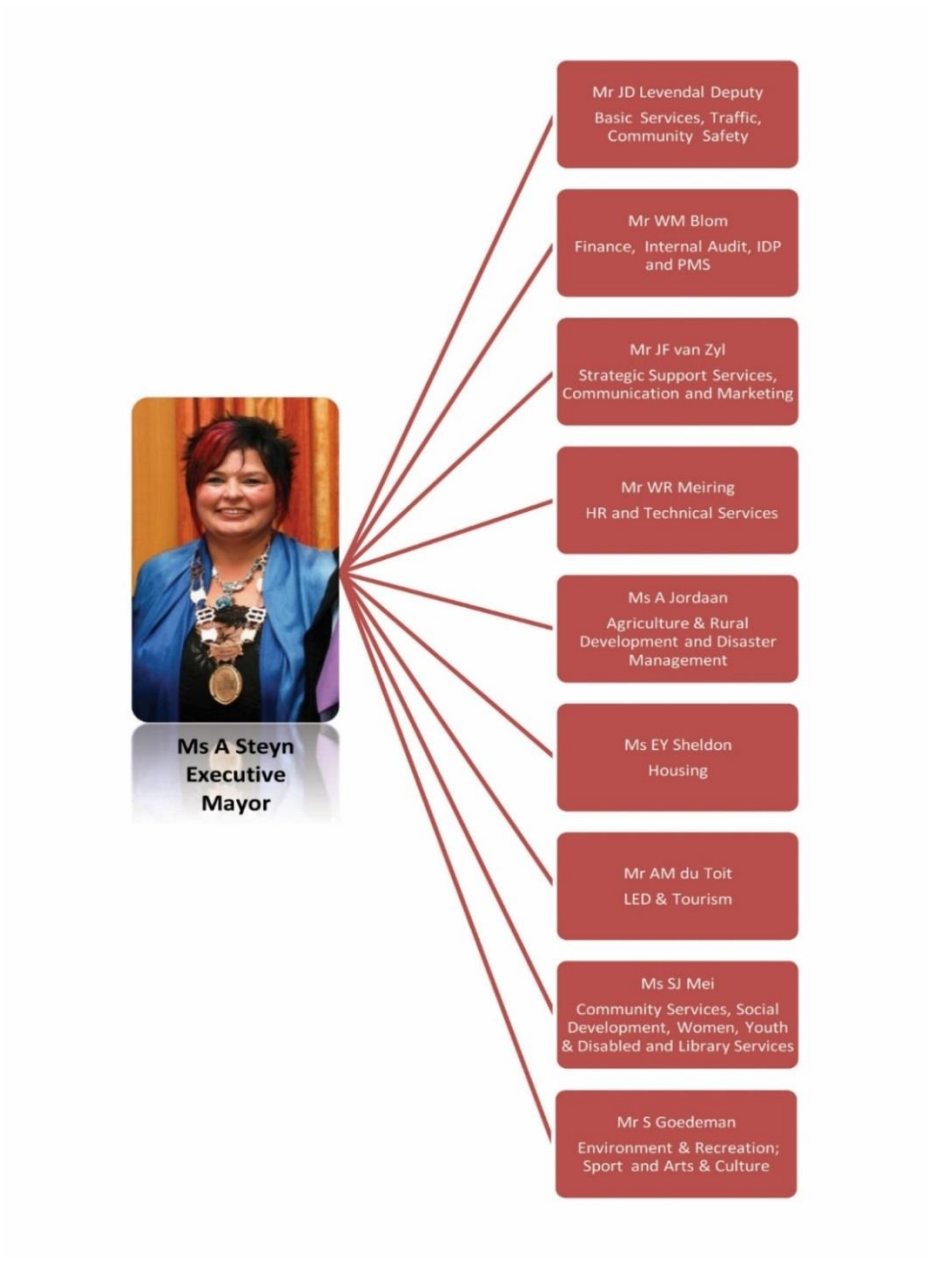

Ms A Steyn
Executive
Mayor
Mr JD Levendal Deputy
Basic Services, Traffic, Community Safety
Mr WM Blom
Finance, Internal Audit, IDP and PMS
Mr JF van Zyl
Strategic Support Services, Communication and Marketing
Mr WR Meiring
HR and Technical Services
Ms A Jordaan
Agriculture & Rural Development and Disaster Management
Ms EY Sheldon
Housing
Mr AM du Toit
LED & Tourism
Ms SJ Mei
Community Services, Social Development, Women, Youth & Disabled and Library Services
Mr S Goedeman
Environment & Recreation; Sport and Arts & Culture

FIGURE 19: EXECUTIVE MAYORAL COMMITTEE

COMPOSITION OF EXECUTIVE MAYORAL COMMITTEE	
Name of Member	**Capacity**
Executive Mayor: Cllr. A Steyn	Chairperson
Deputy Executive Mayor: Cllr. JD Levendal	Basic Services, Traffic, Community Safety, Ombudsman
Cllr. WM Blom	Financial Services, Internal Audit, IDP and PMS
Cllr. AE Jordaan	Agriculture and Rural Development, Disaster Management (Fire and Rescue included)
Cllr. JF Van Zyl	Strategic Support Services, Communication and Marketing
Cllr. W Meiring	Technical Services and HR
Cllr. AM Du Toit	LED and Tourism (Business and Agri-business included)
Cllr. S Goedeman	Environment and Recreation, Sport; Arts and Culture (Heritage matters included)
Cllr. SJ Mei	Community Services, Social Development, Women, Youth, Disabled, Library Services
Cllr. EY Sheldon	Human Settlement and Housing Management

TABLE 30: COMPOSITION OF EXECUTIVE MAYORAL COMMITTEE

The portfolio committees' primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. These committees monitor the delivery and outputs of the executive and may request directorates to account for the outputs of their functions. Executive Councillors account for executive decisions and operations performed within the general policy framework agreed to by Council and although the portfolio committees play an oversight role, they have limited decision-making powers. The committees are responsible for submitting their reports to the Mayoral Committee.

4.3 The Executive Management structure

The administration arm of Breede Valley Municipality is headed by the Municipal Manager, who has four (4) Section 57 Directors reporting directly to him. The officials responsible for Internal Audit and Risk Management report directly to the Municipal Manager.

The Municipal Manager, as head of the administration, is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA, other functions/tasks as provided for in legislation as well as functions delegated to him by the Executive Mayor and Council. He is supported by a team of four directors appointed in terms of the Section 57 of the MSA. The Office of the Municipal Manager consists of the following: The Municipal Manager; Internal Audit; and Risk Management.

4.4 Departmental functions

Breede Valley Municipality has four departments and the functions of each can be summarised as follows:

DEPARTMENTAL FUNCTIONS	
Department	**Core Function**
Financial Services	Financial Services manages the financial affairs of Council and ensures the optimum use of all Council assets. It is the protector and custodian of public money as it levies and collects taxes and charges from the public. It further administers the expenditure of those taxes and charges on goods, services and assets on behalf of the public.
Strategic Support Services	Strategic Support Services is the secretariat of Council and supports the legislative and executive functions of Council. It is also responsible for cultivating a culture of good governance and administration and to ensure that administrative processes take place in an environment which promotes productivity.
Community Services	The department is responsible for the implementation of fire, rescue and disaster management services, traffic and law enforcement services and the provision of community services, i.e. library and information services and arts and culture activities. The applicable services are provided in an integrated and coordinated effort with other stakeholders within the municipal service area.
Technical Services	The department is responsible for the provision of bulk infrastructure and services which include planning, project management, municipal roads, water supply and distribution, sewerage management, refuse collection and sites for the disposal of waste in compliance with all applicable legislative and regulating requirements. It is also responsible for the safe and efficient distribution of electricity to customers within the municipal service area, in compliance with the Occupational Health and Safety Act and the Electricity Regulation Act and the management of the electricity infrastructure. The department is also responsible for public amenities namely resorts and swimming pools, public toilets, recreational facilities and cemeteries. The department is further responsible for all town planning activities (GIS, building control and local economic development) within the municipality and compliance with zoning and other aspects of planning legislation.

TABLE 31: DEPARTMENTAL FUNCTIONS

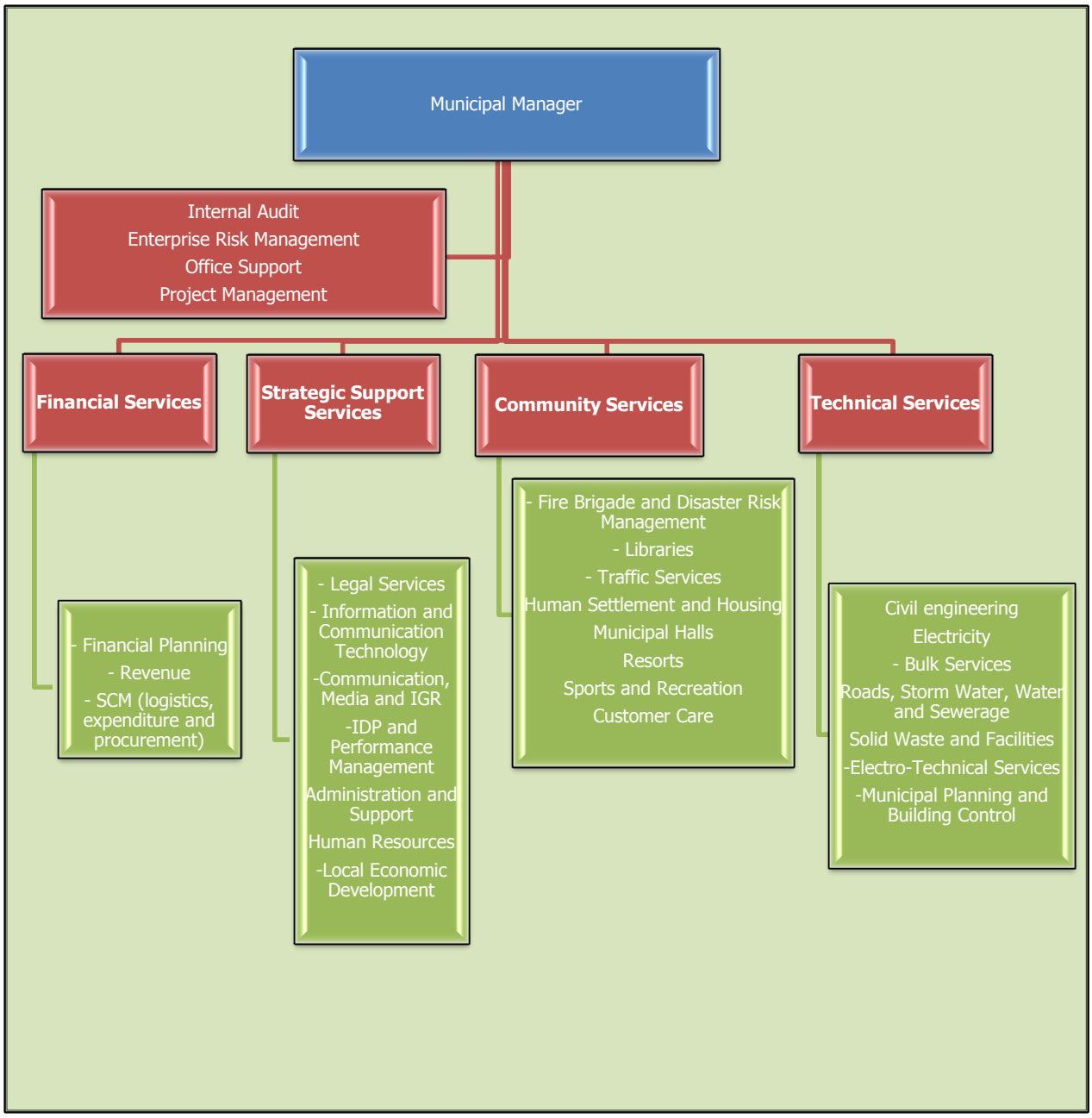


FIGURE 20: MACRO-ORGANISATIONAL STRUCTURE

The macro-organisational structure with departmental functions is indicated in the diagram above. The macro structure was approved and is currently being implemented through the filling of vacancies and placement processes.

4.5 Municipal workforce

Based on the strategic and policy decisions made by Council, the senior management team develops service plans for integration with other sectors within the strategy for the municipality. They must measure performance according to agreed indicators, analyse and report regularly. They inform decision-makers timeously of any risk to service delivery initiatives and conduct the review of service performance against plans before other reviews. The senior management team of Breede Valley Municipality is supported by a municipal workforce of 1 107 permanent and temporary employees, which is structured in the departments to implement the IDP strategic objectives.

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The organisational structure should be revisited after the approval of the IDP and budget to ensure that the municipality still delivers services in the most productive and sufficient manner. Breede Valley Municipality is currently in the process of reviewing its macro structure and organogram. The new staff establishment will be developed in line with normative human resource practices, taking cognisance of the transformation targets and requirements as stated in the Basic Conditions of Employment Act. The recruitment of employees is conducted in terms of the municipality's recruitment and selection policy.

The current organogram was approved in August 2013. Due to the placement processes which followed the approval of the organisational structure, Breede Valley Municipality had to ensure that all employees on the staff establishment were accommodated on the approved organisational structure. This process was finalised in September 2014, after which employees were given an opportunity to object against their placement. As a result of the placement and objection processes, it became apparent that minor amendments had to be made to accommodate all the employees who could not be closely matched during the placement process. Breede Valley Municipality envisages that this process will be finalised at 30 June 2015. The annual review of the organisational structure can therefore commence during the 2015/2016 financial year.

The filling of vacancies at Breede Valley Municipality was impacted by the TASK job evaluation process. It was crucial to ensure that all employees are accommodated prior to funded vacant positions being advertised. However, throughout the process any critical vacancy of which the skills could not be found in Breede Valley Municipality and which was not affected by the placement process, was advertised and the position was filled. Currently, there are approximately 70 positions in various recruitment and selection phases which reflects the commitment of Breede Valley Municipality to ensure that funded, vacant positions are filled.

POSTS IN THE ORGANISATION					
Permanent Positions Filled	Funded Vacancies		Unfunded Vacancies		Total
834	186		192		1 212
Representation of Employees					
Employees categorised in terms of gender (permanent and temporary employees)	Male	694			1 105
	Female	411			
Employees categorised in terms of race (permanent and temporary employees)	Coloured	African	Indian	White	
	718	300	1	86	1 105
Disabled employees					7
Total (permanent and temporary employees)					1 105

TABLE 32: STAFF ESTABLISHMENT (JANUARY 2015: SAMRAS INFORMATION SYSTEM)

Below is a table that indicates the number of employees within the specific occupational levels:

WORKFORCE PROFILE									
Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	4	0	1	0	0	0	0	5
Senior Management	1	6	0	7	0	1	0	2	17
Professionally qualified and experienced specialist and mid-management	5	27	0	12	2	12	0	2	60
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	6	40	1	19	3	4	0	4	77
Semi-skilled and discretionary decision- making	44	142	0	17	43	108	0	19	374
Unskilled and defined decision-making	89	138	0	0	22	52	0	0	301
Total permanent	**145**	**358**	**1**	**56**	**70**	**177**	**0**	**27**	**834**
Non-permanent	31	100	0	3	54	83	0	0	271
Grand total	**176**	**458**	**1**	**59**	**124**	**260**	**0**	**27**	**1105**

TABLE 33: WORKFORCE PROFILE (JANUARY 2015: SAMRAS INFORMATION SYSTEM)

The municipality reviews its employment equity status annually and prepares a plan that the municipality aims to implement and report on annually. Council has set itself a target to align the staff equity with the demographics of the

community of the Breede Valley region and to maintain this position. The actual positions filled are indicated in the following table by post level and by functional level. A total of 186 posts were vacant as at 31 January 2015.

PER POST LEVEL		
Post level	Filled	Vacant
Top Management (MM and MSA section 57 and 56)	5	0
Senior Management	17	7
Professionals and Middle Management	60	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	77	21
Semi-skilled and discretionary decision-making	374	90
Unskilled and defined decision-making	301	53
Total	**834**	**186**
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Municipal Manager	9	1
Strategic Support Services	67	17
Financial Services	112	13
Community Services	196	44
Technical Services	450	111
Total	**834**	**186**

TABLE 34: STAFF POSITIONS FILLED PER POST AND PER FUNCTIONAL LEVEL (JANUARY 2015: SAMRAS INFORMATION SYSTEM)

The turnover rate shows an increase from 4.5% in 2011/2012 to 6.14% in 2012/2013. The reason for the increase in the turnover rate for the 2012/2013 financial year is that there were more terminations and less new appointments.

STAFF TURNAROUND				
Financial year	**Total number of appointments at the end of each financial year**	**New appointments**	**No terminations during the year**	**Turnover rate**
2011/12	930	79	42	4.5%
2012/13	862	39	55	6.14%
2013/14	836	22	54	6.48%

TABLE 35: STAFF TURNAROUND AS AT 30 JUNE 2014 (SOURCE: ANNUAL REPORT 2013/2014)

4.6 Skills development

Breede Valley Municipality, as a caring municipality, is committed to develop its staff to their full potential. The training committee and the skills development facilitator meet monthly to determine the prioritisation of the training of the staff complement of Breede Valley Municipality.

The Workplace Skills Plan, which is submitted annually on the last day of April, reflects all the training done within the specified period, as well as all the staff trained within the specified year. This plan also sets out the prioritised training for the following financial year. Training is linked to the job description of each employee, which ensures that employees are registered for training which has a direct impact on the performance of their duties. Performance plans will therefore be aligned with the strategic objectives and the TASK job functions. The municipality envisages completing the implementation of its staff performance management system for all staff by 2015.

Training is governed by the Skills Development Act, which is very prescriptive in the manner in which training must take place and the targets that must be adhered to, as well as the employment equity targets which should be reached.

4.7 Municipal administrative and institutional capacity

The municipality has the following policies and service delivery improvement plans to support the workforce in delivering on the strategic objectives:

SCHEDULE OF POLICIES		
Name of Policy, Plan or System	**Status**	**Responsible Department**
Asset Management	Approved	Financial Services
Fund and Reserves	Approved	Financial Services
Cash and Investment – policy replaced by Fund and Reserves	Approved	Financial Services
Standby Allowance	Approved	Financial Services
Overtime	Approved	Financial Services
Property Rates	Approved	Financial Services
Tariff Policy	Approved	Financial Services
Credit Control	Approved	Financial Services
Debt Collection – included in Credit Control	Approved	Financial Services
Write-off Policy	Approved	Financial Services

SCHEDULE OF POLICIES		
Name of Policy, Plan or System	**Status**	**Responsible Department**
Indigent	Approved	Financial Services
Cell Phone	Approved	Financial Services
Supply Chain Management	Approved	Financial Services
Costing Policy	Approved	Financial Services
Insurance Management Policy	Approved	Financial Services
Borrowing Policy	Approved	Financial Services
Budget Policy	Approved	Financial Services
Budget Virement Policy	Approved	Financial Services
Long-term Financial Plan Policy	Approved	Financial Services
Communication	Approved	Strategic Support Services
Training Policy	Approved	Strategic Support Services
Recruitment and Selection Policy	Approved	Strategic Support Services
Acting Allowance	Approved	Strategic Support Services
Occupational Health and Safety Policy	Approved	Strategic Support Services
Public Participation Policy	Approved	Strategic Support Services
Fraud and Corruption Prevention Policy and Response Plan	Approved	Office of the Municipal Manager
Special Rating Area Policy	Approved	Strategic Support Services
Land Management Disposal Policy	Approved	Community Services
Housing Administration Policy	Approved	Community Services
Legal Representatives Accreditation and Appointment Policy	Approved	Strategic Support Services
ICT Policy	Approved	Strategic Support Services
Tree Management Policy	Approved	Strategic Support Services
Employees under the influence of Intoxicating substance Policy	Approved	Strategic Support Services
Employment Equity Policy	Approved	Strategic Support Services
Incapacity: Due to ill health Injury Policy	Approved	Strategic Support Services
Incapacity due to Poor Work Performance	Approved	Strategic Support Services
Legal Aid Policy	Approved	Strategic Support Services
Personal Protective Equipment Policy	Approved	Strategic Support Services
Private work and Declaration of Interest Policy	Approved	Strategic Support Services

SCHEDULE OF POLICIES		
Name of Policy, Plan or System	**Status**	**Responsible Department**
Relocation Policy	Approved	Strategic Support Services
Sexual Harassment Policy	Approved	Strategic Support Services
Study Aid to Employees and Study Leave Policy	Approved	Strategic Support Services
Telecommunication Policy	Approved	Strategic Support Services
Transport Allowance Policy	Approved	Strategic Support Services
Attendance and Punctuality Policy	Approved	Strategic Support Services
HIV and AIDS Policy	Approved	Strategic Support Services
Smoking Policy	Approved	Strategic Support Services
Succession Planning Policy	Approved	Strategic Support Services

TABLE 36: SCHEDULE OF POLICIES

POLICIES STILL TO BE DEVELOPED	
Bursary policy	Strategic Support Services
Essential users scheme policy	Strategic Support Services
Customer care and Management services	Strategic Support Services
Attendance and Punctuality	Strategic Support Services
Scarce Skills Policy	Strategic Support Services
Renewable Energy Policy	Strategic Support Services

TABLE 37: POLICIES TO BE DEVELOPED

4.8 Intergovernmental Relations

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of view that these relationships can assist in enhancing government's services to the communities of the Breede Valley municipal area.

The municipality delegated officials and councillors to the following forums:

IGR INVOLVEMENT		
Forum	**Frequency**	**Responsibility**
Municipals Managers' Forum	Quarterly	Municipal Manager
SALGA Working Groups	Quarterly	Director and portfolio councillor specific to working group
District Coordinating Forum	Quarterly	Mayor
Premiers' Coordinating Forum	Quarterly	Mayor
Provincial and District Managers' IDP Forums	Quarterly	Municipal Manager – IDP
Disaster Management Forum	Quarterly	Community Services
Human Resources Forum	Quarterly	Strategic Support Services
Legal Advisors Forum	Quarterly	Strategic Support Services
Environmental Health Forum	Quarterly	Technical Services
Local Economic Development Forum	Quarterly	Technical Services

TABLE 38: IGR INVOLVEMENT

CHAPTER 5

CHAPTER 5

5.1 Legislation

The Municipal Systems Act, Act 32 of 2000, *Chapter 4, Section 17 (2)* stipulates that municipalities must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Chapter 5, Section 29 Subsection 1(b) provides for consultation with the community on its development needs and priorities, thereby involving the community to actively participate in the drafting of the integrated development plan.

5.2 Background to public participation process

Clear legislative guidelines on the consultation mechanisms and processes with communities and stakeholders are provided that must be followed by municipalities. Breede Valley Municipality incorporated these core principles in the IDP Process Plan that was approved by Council on 26 August 2014. The process preceding Council's adoption of the 5-year IDP during 2012 allowed for thorough consultation with all 21 wards, informed by a comprehensive community developmental needs list, as currently captured in our approved 3rd Generation IDP.

5.3 Mechanisms and processes

5.3.1 IDP/Budget Steering Committee

The IDP/Budget Steering Committee guides and coordinates the development and implementation of the IDP/Budget process, from conception to preparation of both the IDP and Budget, for Council's consideration. The committee determines the framework and principles to be considered during the preparation/planning process.

The IDP/Budget Steering Committee is established through the prerogative of the Executive Mayor. The political representatives are selected by the mayor and the mayor directs the municipal manager on which administrative officials should form part of the process. The terms of reference are therefore set by the mayor in collaboration with the municipal manager.

The executive mayor calls and leads all meetings of the steering committee, whilst the administration takes responsibility for minutes and recording of minutes during meetings. The following table describes the list of active participants and their designations in the IDP / Budget Steering committee.

IDP/BUDGET STEERING COMMITTEE			
	Name	Surname	Portfolio
1	Antoinette	Steyn	Executive Mayor
2.	Thys	Blom	MMC IDP/Budget
3.	Margaret	Sampson	Speaker
4.	Gerrit	Matthyse	Municipal Manager
5.	David	McThomas	Chief Financial Officer
6.	Jonathan	Marthinus	Director Community Services
7.	Raymond	Esau	Director Strategic Support Services
8.	Eddie	Delport	Director Technical Services
9.	Jabu	Makhubu	Manager: Budget Office
10.	Berdine	Volschenk	Senior Manager Financial Planning
11.	Greg	Muller	Manager: IDP/PMS

TABLE 39: IDP/BUDGET STEERING COMMITTEE

5.3.2 Ward Committees

Ward Committees are established to represent the interests of the ward/community and provide active support to ward councillors during the execution of their functions as the elected ward representative in Council. The involvement of ward committees as elected representative structures in the IDP Review process is regarded as very important, as these structures are instrumental in identifying ward developmental needs in the respective wards.

Ward committees in Breede Valley play a significant role in the IDP/budget process and are capacitated during the planning process to allow better understanding of the IDP and budget process, including how they should articulate their roles after the plans are approved by council.

In the context of the IDP/budget process, ward committees as an official mechanism of council, are mandated and tasked to identify the most important existing community needs in their wards and prioritise them in order of priority, with the top five priorities to be considered for budget preparation.

The schedule below reflects the different ward engagements where ward committees community members were given an opportunity to prioritise their needs together with their ward councillors. The objectives of the work sessions above were:

- To provide information to the communities regarding the IDP/budget process
- To prioritise existing recorded community needs
- To develop top five priorities to be focused on in the 2015/2016 financial year as guided by ward councillors and the ward representative structure, i.e. ward committee
- To provide ward communities an opportunity to engage councillors and senior officials about ward needs which should be prioritised for the financial year in planning.

All public meetings took place during September and October 2015. Participating ward community members prioritised their community needs for the 2015/2016 financial year. Emphasis was placed on the top five priorities per ward to be addressed subject to resource constraints. Updated priority needs are reflected in the consolidated wards needs listed in Chapter 5.

Below is a summary of the attendance figures recorded for the public meetings during September/October 2015:

Date	Ward no.	Councillor	Venue	Time	Attendance (public)
08-Sep-2015	1	Smith	Steenvliet Community Hall	19:00	160
10-Sep-2015	5	Kriegler	AME Church, De Wet	19:00	22
16 Sep-2015	18	Dyonta	Zweletemba Community Hall	19:00	38
	8	Steto			34
17-Sep-2015	7	Meiring	Worcester North Church Hall	19:00	19
21-Sep-2015	6	Steyn	Audenberg Church Hall	18:00	10
	13	Farao	Maranatha Church Hall	19:00	25
22-Sep-2015	12	Sheldon	Christian Light Ministries	19:00	45
	15	Boshoff	Worcester-West NG Church	19:00	23
22-Sep-2015	10	Stalmeester	Hexpark Primary School	19:00	56
28-Sep-2015	19	Goedeman	Goudini High School	19:00	70
	20	Blom			
29-Sep-2015	21	Wehr	Avianpark Primary School	19:00	155
	14	Ismail	Victoriapark Primary School	19:00	29
30-Sep-2015	18	Dyonta	Overhex Community Hall	19:00	10
01-Oct-2015	4	Marran	Orchard Primary School	19:00	103
05-Oct-2015	8	Steto	NG Church Worcester East (Esselenpark)	19:00	7
	9	Matjan			17
	16	Jali	Zweletemba Community Hall	19:00	69
06-Oct-2015	17	Tyira	Zweletemba Community Hall	19:00	46
12-Oct 2015	11	Sampson	Chipros Community Hall	19:00	33

13-Oct-2015	2	Lubisi	De Doorns MPC	19:00	101
14-Oct-2015	3	Januarie	De Doorns MPC	19:00	34
TOTAL					1 106

TABLE 40: PUBLIC MEETINGS HELD IN SEPTEMBER/OCTOBER 2015

5.3.3 Public engagements

Breede Valley Municipality engagements take place in accordance with the approved public participation policy to promote and stimulate participatory democracy. IDP/budget public engagements were held in all 21 wards of Breede Valley Municipality from 13 April 2015 to 14 May 2015. Communities were consulted on the 2015/2016 budget and feedback was given regarding the implementation of ward priority needs identified during September/October 2014. All public meetings were ward-specific, with community members participating actively in discussions pertaining to the IDP and budget. The public engagement sessions scheduled below was approved as part of the IDP Process Plan.

Date	Time	Venue	Councillor
30 March 2016	19.00	Steenvliet Community Hall	Ward 1: Cllr Smit
31 March 2016	18:00	Audensberg Church Hall	Ward 6: Cllr Steyn
	19.00	NGK Worcester Noord Churh Hall	Ward 7: Cllr. Meiring
04 April 2016	19.00	Zwelethemba Community Hall	Ward 8 : Cllr. Steto
			Ward 18 : Cllr. Dyonta
05 April 2016	19.00	De Doorns Community Hall	Ward 3: Cllr. January
		Zwelethemba Community Hall	Ward 16: Cllr Jali
06 April 2016	19.00	Orchard Primary School	Ward 4: Cllr Marran
		Zwelethemba Community Hall	Ward 17: Cllr. Tyra
07 April 2016	19.00	AME Church De Wet	Ward 5: Cllr Kriegler
11 April 2016	19.00	Esselenpark Primary School	Ward 8: Cllr Steto
			Ward 9: Cllr Matjan
12 April 2016	19.00	Maranatha Christian Centre	Ward 13: Cllr Faroa
13 April 2016	19.00	Hexpark Primary School Hall	Ward 10: Cllr Stalmeester
	19:00	De Doorns Community Hall	Ward 2: Cllr. Lubisi
14 April 2016	19.00	Christian Light Ministeries	Ward 12: Cllr Sheldon
18 April 2016	19.00	Goudini High School	Ward 19: Cllr Goedeman
			Ward 20: Cllr Blom

19 April 2016	19.00	Victoriapark Primary School Hall	Ward 14: Cllr. Ismail
20 April 2016	19:00	Avianpark Primary School Hall	Ward 21: Cllr Wehr
21 April 2016	19.00	Chipros Community Hall	Ward 11: Cllr Sampson
		NGK Worcester Brandwag	Ward 15: Cllr Boshoff

TABLE 41: SCHEDULED IDP/BUDGET CONSULTATION MEETINGS FOR APRIL/MAY 2016

All dates are confirmed with all ward Councillors prior to ward engagements. A complete schedule of meetings will be advertised in the local press for public information and participation. Public notification of meetings will be conducted via pamphlets distributed in identified wards and loud hailing meeting announcements in denser residential areas, as requested.

In order to ensure the public is provided ample opportunity to participate in the affairs of Council, transport arrangements were made and provided to community members, affording them a fair opportunity to attend. An appointed service provider failed to honour its commitment with the municipality and the public. This matter is currently under investigation by our legal department who should advise on the recourse to be undertaken by the municipality.

Public consultation remains a challenge in Breede Valley Municipality and similar challenges are experienced in most municipalities across the country. Various factors contribute to the low levels of participation in Council's public engagement initiatives. BVM is committed to conduct a survey in order to investigate public participation and establish what citizens regard as important in public meetings.

The minutes of public consultation are available for public scrutiny and relevant comments and/or requests were incorporated into this IDP. It remains the intent of BVM to provide adequate feedback to citizens on ward issues during ward meetings of the respective ward councillors.

5.4 Levels of involvement

To enable the municipality to develop a strategic IDP document, the municipality promotes broader community participation within it municipal services area by utilising a number of mechanisms. These mechanisms strengthen internal and external communication:

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
IDP Representative Forum	Quarterly	❒ 1 Nominated ward committee member per ward ❒ 1 Ward Councillor ❒ Executive Mayor and Speaker ❒ IDP/Budget MMC ❒ Municipal Manager and Executive Management ❒ IDP Manager ❒ Manager Performance Management	❒ Monitor IDP and budget process ❒ Monitor IDP implementation process ❒ Provide final input to IDP after ward/public consultation process ❒ Establish IDP Representative Forum
Public meetings on IDP and Budget	Annually	❒ Executive Mayor and Councillors ❒ Senior management personnel of municipality ❒ Community	❒ To inform the community of council decisions, community rights and duties, municipal affairs etc. ❒ To enable the community to inform the councillors and officials of their issues. *Inputs received during these engagements have been dealt with as described above.*
Council meetings (open to public)	Bi-Monthly	❒ Mayor and Councillors ❒ Senior management personnel of municipality	❒ To inform the community of council decisions, community rights and duties, municipal affairs etc.
Special IDP and budget engagements	Annually	❒ Mayor and Councillors ❒ Senior management personnel of municipality ❒ Community	❒ To inform the community of IDP and budget related matters ❒ To obtain community input on content of IDP and proposed
Municipal Website	Continuously updated	❒ Mayor and Councillors ❒ Community ❒ Personnel of municipality	❒ To provide comprehensive information of municipal affairs ❒ Advertise public engagements ❒ Publish adopted IDP and budget

TABLE 42: PUBLIC PARTICIPATION MECHANISMS

Breede Valley Municipality further endorses the following principles for public participation in the IDP process planning cycle, namely:

- Elected councillors are the ultimate decision-making body
- The processes followed should be structured and ensure an equal right to participate
- The process should allow sufficient room for diversity
- The process should create conditions to promote and encourage participation, especially with regard to disadvantaged and marginalised groups and gender equity

5.5 Municipal sectors

The senior management team (Executive Mayor and Mayoral Committee, the Municipal Manager and directors) of the Breede Valley Municipality plays an integral role in the preparation of the IDP. Their main role and function are to:

- Engage in strategic discussions regarding the implementation of the five-year plan for the respective functional areas.
- Evaluate progress made in the implementation of the process plan and initiate corrective action where necessary.
- Evaluate the impact of the integrated development plan.
- Review and refine the vision of the Breede Valley Municipality. Ensure that the vision is incorporated at the IDP Representative Forum and in the IDP.
- Refine and review IDP objectives, strategies and projects for consideration by the Breede Valley IDP Representative Forum and the incorporation thereof into the integrated development plan.
- Consider the infrastructure investment plan.

The IDP planning process, which included strategic engagements with the political executive, senior management and other departments, was scheduled as follows:

Date	Engagement	Content of Strategic Session/Workshops and Meetings
18 February 2016	IDP Indaba 2	❒ Obtain and share information on sector projects ❒ Share municipal priorities with sector departments to inform and guide future settings ❒ Foster alignment between municipal, provincial and national government ❒ Present and share information on financial allocations
26 and 27 February 2015	Strategic Planning: Executive Management	❒ Situational analysis conducted for four major towns regarding constitutional municipal functions ❒ Strategic analysis with the respective directorates regarding internal and external issues that impact on key performance areas

TABLE 43: MUNICIPAL STRATEGIC PLANNING SESSIONS AND MEETINGS

5.6 Structured community consultation

One of the main features of the IDP process is to promote and effect the broader stakeholder involvement that culminated in a session with the IDP Representative Forum on 19 November 2014. The purpose was to ensure that the IDP addresses relevant stakeholders' needs and strengthen participatory democracy and delivery.

Council has approved the following public participation policy:

1. PREAMBLE

The Breede Valley Municipality acknowledges its commitment to the development of a culture of municipal governance that complements formal representative government with a system of participatory governance (Municipal Systems Act, Section 16). The municipality has an obligation to establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality in terms of the provisions of the Local Government: Municipal Systems Act (Act 32 of 2000) (Section 17).

2. PURPOSE

The purpose of the policy is to provide for mechanisms by which citizens may participate in the affairs of the municipality; to communicate available mechanisms, processes and procedures to communities to encourage and facilitate public participation; to fully mainstream public participation in Breede Valley's municipal processes; and to ensure openness, transparency and accountability on the part of the Council, its political structures and its administration by providing for citizens to exercise their right to public participation.

3. DEFINITIONS

In this policy, unless the context indicates otherwise –

"Council" means the municipal council of Breede Valley Municipality established by the Municipal Systems Act (Act 32 of 2000) and Provincial Notice;
"Councillor" means a member of the council;
"IDP" means the integrated development plan as contemplated by Chapter 5 of the Systems Act
"Local community" or "community" in relation to the municipality, means that body of people comprising –
-The residents of the municipality
-The ratepayers of the municipality

-Any civic organisation and non-governmental, private sector or labour organisation or bodies which are involved in local affairs of the municipality;

"Minister" means national minister responsible for local government;

"Municipal manager" means the person appointed in terms of Section 82 of the Local Government: Municipal Structures Act (Act 117 of 1998);

"Municipality", when referred to as "an entity" means municipality as described in Section 2 of the Local Government: Municipal Systems Act (Act 32 of 2000); and when referred to as a geographic area means a municipality area determined in terms of the Local Government: Municipality Demarcation Act (Act 27 of 1998);

"Province" means the province of the Western Cape;

"Provincial Gazette" means the official gazette of the province;

"Structures Act" means the Local Government: Municipal Structures Act, (Act 117 of 1998), as amended;

"MSA/Systems Act" means the Local Government: Municipal Systems Act (Act 32 of 2000), as amended.

4. DEVELOPMENT OF A CULTURE OF COMMUNITY PARTICIPATION

4.1 In giving effect to Section 16 of the MSA and as set out in the policy, the municipal manager must ensure that for this purpose –

4.1.1 The municipality encourages and creates conditions for the local community to participate in the affairs of the municipality, including in –

- The preparation, implementation and review of its integrated development plan;
- The establishment, implementation and review of its performance management plan;
- Consideration of draft by-laws;
- The monitoring and review of its performance, including the outcome and impact of such performance;
- The preparation of its budget; and
- Strategic decisions relating to the provisioning of municipal services.

4.1.2 The municipality employs sufficient staff members, other than councillors, who may help in informing and educating the local community about the affairs of the municipality, particularly in the areas referred to in Section 16(1)(a), taking into account special needs, as defined in Section 17(2) of the Systems Act.

4.1.3 That all staff members, including councillors, are trained in the basic knowledge of the areas referred to in Section 16 of the MSA.

4.1.4 The municipal manager may establish a working group consisting of councillors and previously trained staff members to administer the training of new staff and councillors under Section 16 of the MSA.

5. MECHANISMS, PROCESSES AND PROCEDURES

5.1 The municipal manager must notify the public of all the available methods for public participation (MSA, Section 18). Notification may take the form as provided for in this policy.

5.2 The municipality must, when implementing methods for public participation, provide –

5.2.1 For a staff member to help members of the community who cannot read or write;

5.2.2 Appropriate access to public meetings for people with physical disabilities;

5.2.3 For the special needs of women and other disadvantaged groups;

5.2.4 A translator, after having assessed the language preferences and usage and where appropriate.

6. COMMUNICATION OF INFORMATION CONCERNING COMMUNITY PARTICIPATION

The provisions of Sections 17 to 21 of the Systems Act shall apply.

7. METHODS FOR PUBLIC PARTICIPATION

7.1 The municipal manager must inform the community of any available public comment procedures through which community members can voice their opinions and views on any affairs of the municipality that requires the community's input, which may include, but is not limited to –

7.1.1 Public meetings by the Council and other political structures and office bearers of the municipality;

7.1.2 Consultative sessions with locally recognised community organisations; and

7.1.3 The submission of written public comments.

7.2 Invitation for public comments and open sessions

7.2.1 When the municipality considers and deliberates on any of the following issues, it must hold open sessions to which the public and interested organisations must be invited to submit their views on –

7.2.1.1 The identification of needs of the community;

7.2.1.2 Strategies, programmes and services to address priority needs through the IDP;

7.2.1.3 The development, implementation and review of Council's performance management system, the setting of appropriate key performance indicators and performance targets;

7.2.1.4 Proposed tariffs, as contemplated in Section 74 of the Systems Act, as well as its Credit and Debt Control Policy.

7.2.1.5 Decisions on mechanisms for the rendering of services through service delivery agreements, as contemplated by Section 76(b) of the Systems Act.

7.2.1.6 The municipal manager must, after the Council has held an open session on any of the matters contemplated in this policy or other relevant legislation and after the conclusion of the session concerned:

7.2.2 Formulate a full report thereon together with any advice or recommendations the Council may deem necessary or desirable.

7.2.3 Make copies of the report available to the community in one or more of the following manners -

7.2.3.1 by publication in the local newspaper;

7.2.3.2 by making a copy available at all the libraries in the municipal area;

7.2.3.3 by posting a copy on the notice boards at the council's offices; and

7.2.3.4 by providing every councillor of each ward with copies for distribution to communities.

7.2.4 The municipal manager must ensure that the report is published according to the council's language policy for the municipality.

7.3 Public participation meetings by the Council

7.3.1. The municipal manager must on appropriate notice and in a manner provided for in this policy notify the community of any public participation meeting.

7.3.2. Any such public participation meeting must take place within 14 (fourteen) days of the municipal manager having notified the community, unless otherwise specified.

7.3.3 Public participation meetings for wards 1 to 21 will be held separately.

7.4 Notification of the public

7.4.1 Whenever the Council –

7.4.1.1 Holds a meeting as provided for under this policy;

7.4.1.2 Holds a session about any matter contemplated in this policy or any relevant legislation;

7.4.1.3 Holds a public meeting on any other matter decided by the Council that warrants notification of the community in terms of this policy in a reasonable period.

7.4.2 Copies of all notices as contemplated in this policy must be posted:

7.4.2.1 On the notice boards at the Council's offices;

7.4.2.2 At all libraries in the municipal area;

7.4.2.3 In the local newspaper or newspapers of the municipal area; and

7.4.2.4 At ward information centres or other places as may be determined.

7.5 Notification of councillors

7.5.1 Ward councillors will be notified in writing 14 days in advance of public participation meetings that will be conducted by the municipality in their wards.

7.5.2 Councillors will be required to sign a receipt of notification of such meetings, which will be filed by the IDP Office.

7.5.3 Promotional material in the form of flyers to be distributed in the wards will be handed to ward councillors or anyone designated by the ward councillor.

7.6 Comments via electronic mail

7.6.1 The municipal manager, if it is in the confines of the municipality's resources and capacity, must provide the public with a central e-mail address, whereby members of the local community may submit written comment directly to the municipality on any matter referred to in this policy and/or other relevant legislation.

7.6.2 The municipal manager must ensure that the comments are addressed regularly and collated by a member specifically allocated to this task.

8. VENUE FOR PUBLIC MEETINGS

The municipal manager must ensure that the municipality makes use of an appropriate venue for any public meeting as provided for in this policy in terms of –

8.1 The size of the venue after gauging and taking into consideration the approximate number of people who might be attending;

8.2 The location of the venue and access to it via public and private transport;

8.3 The number of staff members of the Council to be made available to ensure the smooth administration of the meeting;

8.4 The provision of security, if designated by the ward councillor, for both the members of the municipality as well as members of the local community attending the meeting;

8.5 The provision of a sound system or public address system to facilitate effective participation by all in attendance;

8.6 The provision of appropriate audio and visual aids such as microphones, screens, data projector and laptops to ensure effective information sharing;

8.7 The provision of at least one roving microphone and a minimum of three microphones in the venue to ensure that all inputs are audible;

8.8 The provision of interpreting services at all venues, when required;

8.9 The arrangement of appropriate transport arrangements for community members to all venues, in close collaboration with ward councillors;

8.10 A mayoral committee member/ward councillor in attendance at a public meeting will be responsible to open the meeting;

8.11 Ward councillors will act as chairperson/co-chairperson and manage public participation meetings in their respective wards;

8.12 Political office bearers present at a public meeting will be required to take up seating in front of the meeting hall next to administration personnel;

8.13 A director or municipal representative will be required to be in attendance at public participation meetings;

8.14 Access to the venue will be carefully controlled at the entrance to deal with unruly individuals;

8.15 Ward councillors will be briefed on the agenda prior to ward engagements and IDP public meetings;

8.16 A community member will be afforded a maximum of three opportunities of no longer than three minutes to give inputs at a particular public participation meeting. However, the chairperson of the meeting has the discretion to deviate from this stipulation;

8.17 At the request of a councillor, an audio recording can be made of a public participation meeting, which will be filed by the IDP Office within three days of such a recording having been made;

8.18 Ward councillors are required to conduct quarterly feedback sessions to inform the ward community of progress made with priority needs identified in the IDP;

8.19 The IDP Office will be responsible for all logistical arrangements at IDP public meetings.

9. COMMUNICATION TO LOCAL COMMUNITY

9.1 When anything must be notified by the municipality through the media to the local community under this policy or any other applicable legislation, it must be done through one or more of the following –

9.1.1 In the local newspaper or newspapers of the municipal area and in the appropriate language for the area;

9.1.2 By means of the local radio station, Valley FM;

9.1.3 By means of the distribution of flyers and pamphlets at points determined by the ward councillor/ward committee;

9.1.4 By using loud hailing as a public address (PA) system;

9.1.5 Announcement(s) at public meeting(s);

9.1.6 Displaying posters at all ward information centres.

10. GENERIC COMMUNICATIONS PLAN FOR PUBLIC PARTICIPATION MEETINGS

ACTION	RESPONSIBLE
• Advertisement in the Worcester Standard	IDP/ Communication
• Interview – local radio station	Communication
• Ward Councillor/ Ward Committee interaction	Ward Councillors
• Loud hailing	IDP/ Traffic Department
• Pamphlets	IDP/ Communication
• Website	Communication
• Face Book	Communication
• Municipal notice boards (buildings/ libraries)	Communication
• Community announcements – local radio station	Communication
• Request to main stakeholders such as Worcester Business Forum etc. to inform their members and employees	Communication
• Internal e-mail system – informing personnel	Communication
• SMS	Communication

11. COMMUNITY PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLAN

11.1 Once the Council has formulated a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan, the municipal manager must, through appropriate mechanisms, processes and procedures set out in this policy, consult the local community before adopting the process;

11.2 The notification to the local community may take place in a suitable manner provided for in this policy;

11.3 The notification must inform the community about their rights and duties for input required on the integrated development plan as well as how the community may go about commenting on such a process (MSA Section 18);

11.4 The notice should also include the particulars of the process which the municipality intends to follow;

11.5 The municipal manager must ensure that the publication which sets out the process specifies a date, time and/or place or where the input from the community may be submitted;

11.6 Ward priority needs must be identified at a full community meeting and/or ward committee meeting per ward;

11.7 Once the municipality has finalised its integrated development plan under Section 25 of the Systems Act, it must within 14 (fourteen) days after its adoption give notice to the public in a manner provided for in this policy, as well as make available copies of or extracts for public inspection at specified places and publish a summary of the plan in the local newspaper.

5.7 National and provincial sector departments

Municipalities must take cognisance of national and provincial agendas, ensuring that its planning is aligned and relevant to the higher tiers of government. Departments must ensure that community needs that are within the ambit of national and provincial government, are timeously communicated for appropriate response.

Chapter 3, Section 41 *h(ii)* and *(iii)* of the Constitution of the Republic of South Africa determines that different spheres of government must assist and support one another, inform one another of and consult one another on matters of common interest. To give effect hereto, sound government strategy must strive towards effectiveness and efficiency, ensuring that all developmental intentions are well coordinated horizontally and vertically within the realm of good governance. Breede Valley Municipality partook in the coordinated efforts of the Western Cape Provincial Government (WCPG) through the Department of Local Government during its bi-annual intergovernmental planning process better known as the provincial IDP Indaba. At the IDP Indaba, all municipalities within a demarcated region congregates with sector departments in coordinated planning to optimise resource efficiency amidst scarce resources at municipal level. This process also enhances opportunity for engagement by municipalities and sector departments to communicate identified community needs with the relevant sector departments, thus allowing municipalities to leverage resource support.

CHAPTER 6

CHAPTER 6

The purpose of this chapter is to identify the major strengths and weaknesses of the geographical area and to ascertain the available information and current development initiatives being undertaken. The projects and programmes identified for the next five years are informed by the current status.

6.1. Financial performance

The financial performance against the budgets of the municipality during the previous IDP period is summarised in the table below:

	2012/2013	2013/14	2014/15 Adjusted Budget	2015/16 Budget
	R'000	R'000	R'000	
Revenue	699,550	806,403	825,344	855,204
Operating expenditure	654,635	746,804	791,534	826,769
Capital expenditure	107,618	127,825	97,646	151,930
Funding of Capital Expenditure				
External loans	24,975	24,422	18,999	60,000
Government grants, subsidies and transfers	66,491	76,127	60,263	65,355
Public contributions and donations	0	13,859	0	0
Own funding	16,153	13,417	18,384	26,575
Other	0	0	0	0

TABLE 44: REVENUE AND EXPENDITURE GROWTH ANALYSIS

6.2 Performance against IDP objectives

The performance against the IDP objectives has been summarised per national key performance area.

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
Good governance and public participation	To actively participate in determining the future of our country	❒ Extension of Audit Committee for next three-year term ❒ A functional internal audit unit ❒ Compliance with legislative timeframes in terms of the budget, IDP and SDBIP approval ❒ Implementation of MGRO ❒ Establishment of task teams (SOPs and service delivery, economic and efficiency, strategic planning, good governance) ❒ Functional ward committees and public participation ❒ Establishment of Municipal Public Accounts Committee ❒ Achievement of clean audit 2012/2013, 2013/2014 and 2014/2015	❒ Inadequate space for Council activities ❒ Limited financial allocation to ward committee functionality ❒ Undergrading of municipality, which impacts on ability to attract market-related skills to improve productivity ❒ Maintaining a clean audit status
Municipal transformation and organisational development	To ensure a healthy and productive work environment – happy employees supported by a productive and accountable leadership team	❒ A functional Local Labour Forum ❒ Approval of organogram ❒ All Section 57 positions filled ❒ Adherence to applicable legislation in human resources management ❒ Implementation of internship and learnership programmes to contribute to employment creation	❒ Inadequate performance management implementation for all staff levels ❒ Resistance to change management initiatives ❒ Diversity management ❒ Limited career prospects for interns ❒ Inadequate succession planning ❒ Implementation of employment equity plan
Municipal financial viability and management	Assure financial viability and sustainable growth	❒ Payment percentage improved to 101,1% ❒ Financial statements submitted on time ❒ Capital expenditure amounts to 90% of adjusted budget ❒ No grants held back over 2014/2015 financial year ❒ 100% of all grant funding spent according to transfer payment	❒ Credit challenges: ⇨ High debt exposure ⇨ Financing requirements for its large capital expenditure budget ❒ Good, stable credit rating ⇨ Improvement only possible through broadening of the tax base via local economic development

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
		agreement ❒ The Breede Valley Municipality upheld its credit rating status for the past three years, even under the current economic circumstances ❒ Credit strengths: ⇨ Sound liquidity position ⇨ Adequate, albeit narrow financial results ⇨ Good administration and governance ❒ A debt collecting rate of 101,11% achieved ❒ SCM policy reviewed annually ❒ SCM system managed effectively – no successful appeals ❒ Develop a Long-Term Financial Strategy for financial sustainability and viability	⇨ Ensure a decrease in debt exposure ❒ Constant planning and maintenance of the budget reforms and processes to comply with new requirements ❒ Constant improvement in the control processes to uphold and improve the asset management process through a proper asset register ❒ Daily bank reconciliations that result in accurate monthly bank reconciliations ❒ Limited tax base: ⇨ Borrowing to upgrade the bulk services such as the Worcester Waste Water Treatment Plant and corresponding electricity substation. To unblock LED and as a result broaden the tax base ❒ Clean audit reports ⇨ To ensure that the municipality in future achieves a clean audit report according to the requirements ⇨ To adhere to legislative, governance, internal audit, performance management and GRAP requirements ❒ Ensure that proper planning, prioritisation and control take place as far as budgets are concerned ❒ Review the Supply Chain Management Policy and assessment document by Provincial Treasury and implement recommendations and best practices ❒ Implementation of an electronic SCM system ❒ Enhancement of debt recovery strategy:

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
			⇨ Review of the current system and processes will be done and new dimensions will be implemented to enhance the debt recovery rate etc. ❒ The global economic meltdown had a definite impact on the municipality, as is evident in last six months when outstanding debt increased. This can be attributed to: ⇨ The general economic decline ⇨ Unaffordable rates and service charges ⇨ The shifting of the tax incident from the disadvantaged to the more affluent areas ⇨ Latest statistics indicate that increasingly more consumers from the so-called affluent areas are summonsed for debt ❒ Increasing staff costs. Staff costs as a % of expenditure relates to 27,35%. The national norm is 35%. ❒ Approximately 8,0% of budget is spent on repairs and maintenance; this is in line with the national standard of 8% to 12%
Basic service delivery	To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people To create a unique and caring valley of service excellence, opportunity and growth	❒ 77,72% of capital budget spent on capital projects identified in terms of IDP ❒ 98% of households within the urban edge have access to a minimum service level for water ❒ 98% of households within the urban edge have access to a minimum service level of sanitation ❒ 100% of households within the urban edge have access to a minimum service level of electricity ❒ 100% of households within the urban edge have access to a minimum service level of solid waste removal (once per week)	❒ Capacity and training of existing personnel and the availability and retention of skilled personnel ❒ Budget inadequate to alleviate backlogs ❒ Accessing alternative funding sources i.e. Department of Water Affairs and Department of Human Settlements

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Electricity: ❒ 2 456 indigent households in ESKOM areas receive free basic electricity ❒ 10 049 indigent households receive 50 Kwh free electricity per month from the municipality ❒ 100% of households in formal areas are connected to the national grid ❒ 100% of all households have access to basic level of electricity ❒ Electricity losses minimised to 6,16% in 2014/2015 (against national norm of 21%) ❒ 22 583 households receive electricity at minimum service level and above	Minimise electrical losses to under 6% Budget inadequate to replace overhead cables to increased underground cables (Network capacity to be increased) Minimise unsafe and unauthorised supply cables (Remove all self-installed networks) Replace old prepaid meters with new technology (increase revenue)
		Refuse removal ❒ 7 593 of indigent households receive free basic refuse removal ❒ All households have access to a basic level of solid waste removal ❒ 22 663 households receive a refuse removal service that adheres to the minimum service level standard and above (refuse removed at least once a week)	❒ Upgrading and cleaning of open public spaces ❒ Increase in illegal dumping
		Water and Sanitation: ❒ 7 593 indigent households receive free basic water (10 kl free water per month) and free sanitation ❒ 98% of households within the urban edge receive a minimum water service level and above ❒ 16 945 households have access to a flush toilet (connected to sewerage) and 2 348 households have access to a flush toilet (connected to septic tank) ❒ 3 164 households have access to a chemical toilet ❒ Achieved Green Drop Certification for Worcester WWTW of 90,65% in 2013 ❒ Achieved Blue Drop Compliance of	❒ Management of water losses: 18,9% in 2014/2015 ❒ Elaborative administrative requirements for Blue Drop Status – administrative capacity constraints

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
		90,2% in 2014/2015	
		<u>Roads and Storm Water:</u> ⇨ R24 376 231 spent in 2014/2015 on the resurfacing of tar roads ⇨ 14,99 km of existing tar roads re-tarred in 2014/2015 financial year ⇨ 40,97 km of gravel roads graded/ maintained ❒ Improve storm water infrastructure: ⇨ 98,8 km of storm water infrastructure was maintained	<u>Backlog:</u> ❒ Life expectancy of municipal roads at critical levels
		<u>Housing:</u> ❒ 85,6% of households in formal settlements ❒ Service 144 sites in terms of housing ❒ Implementation plan in 2013/2014 ❒ Construct 841 top structures in terms of the housing implementation plan in 2014/2015	<u>Backlog:</u> ❒ The number of housing units on the waiting list is currently estimated at 24 711

National Key Performance Area	IDP Strategic Objectives	Highlights	Challenges
Local economic development	To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	❒ 1 645 EPWP job opportunities created through municipality's local EPWP and related initiatives, including capital projects ❒ Our tourism marketing strategy is finalised and will assist in guiding our marketing efforts ❒ BVM is one of the five leading municipalities as per independent provincial LED maturity assessment which tests our insight in comprehending LED and furthermore our ability to execute LED programmes ❒ MAYCO in principle endorsed a report to dispose the Uitvlugt industrial land. The necessary preparations are taking place to table this matter before Council as per Section 14 of the MFMA as well as the Asset Transfer Regulations of the MFMA ❒ All catalytic projects as highlighted in the LED strategy are placed on the SDBIP on a sequenced and realistic manner for budget allocation, implementation and reporting ❒ If the foundation to build the LED system is built in the next financial year, more emphasis will be on implementation thereof ❒ There is sufficient leadership for LED in the BVM system	❒ The appointment of a LED manager will ensure extra implementation capability for the unit ❒ Envisage that investors with the necessary capital strengths submit bids for the Uitvlugt industrial land ❒ To make available operational budget towards city improvement

TABLE 45: PERFORMANCE AGAINST 2014/15 OBJECTIVES

6.3 Alignment of IDP strategic objectives and budget

6.3.1 Alignment of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	2013/14	Current Year 2014/15			2015/16 Medium-term Revenue and Expenditure Framework		
R thousand			Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
To create a unique and caring Valley of service excellence, opportunity and growth	Improve cooperation, integration and effective utilisation of resources	1	–	–	–	–	–	–	–
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	2	593,740	584,010	615,477	615,477	629,809	685,526	758,152
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through LED and Tourism	3	3,285	3,600	4,278	4,278	3,819	3,928	(99)
To ensure a safe, healthy, clean and sustainable external environment for all the residents in the Breede Valley	Safe, healthy and clean environment	4	61,480	24,539	61,509	61,509	65,018	66,123	69,826
Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government	Good governance and public participation	5	1,769	10,047	9,946	9,946	14,470	15,819	15,304
Ensure a healthy and productive workforce and an effective and efficient work environment	Healthy and productive workforce	6	1,159	1,218	1,451	1,451	1,225	1,232	1,240
Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Sound financial management, viability and risk management	7	151,936	132,346	132,678	132,678	140,862	149,709	158,895
Total Revenue			**813,369**	**755,760**	**825,344**	**825,344**	**855,204**	**922,337**	**1,003,317**

TABLE 46: ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET (REVENUE)

6.3.2 Alignment of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	2013/14	Current Year 2014/15			2015/16 Medium-term Revenue and Expenditure Framework		
R thousand			Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
To create a unique and caring Valley of service excellence, opportunity and growth	Improve cooperation, integration and effective utilisation of resources	1	–	–	–	–	–	–	–
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	2	531,011	532,977	546,734	546,734	563,788	611,612	685,551
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through LED and Tourism	3	5,455	7,902	8,047	8,047	8,177	8,543	4,775
To ensure a safe, healthy, clean and sustainable external environment for all the residents in the Breede Valley	Safe, healthy and clean environment	4	91,494	68,083	97,285	97,285	104,724	110,323	116,448
Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government	Good governance and public participation	5	62,072	67,351	65,401	65,401	68,884	76,815	82,708
Ensure a healthy and productive workforce and an effective and efficient work environment	Healthy and productive workforce	6	8,365	10,960	9,434	9,434	11,693	12,325	12,971
Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Sound financial management, viability and risk management	7	48,419	66,530	64,633	64,633	69,504	73,706	77,843
Total Operating Expenditure			**746,816**	**753,804**	**791,534**	**791,534**	**826,769**	**893,324**	**980,296**

TABLE 47: ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET (OPERATING EXPENDITURE)

6.3.3 Alignment of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	2013/14	Current Year 2014/15			2015/16 Medium-term Revenue and Expenditure Framework		
R thousand			Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
To create a unique and caring Valley of service excellence, opportunity and growth	Improve cooperation, integration and effective utilisation of resources	1	–	–	–	–	–	–	–
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	2	124,258	76,251	90,609	90,609	135,932	78,364	60,757
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through LED and Tourism	3	245	–	213	213	–	–	–
To ensure a safe, healthy, clean and sustainable external environment for all the residents in the Breede Valley	Safe, healthy and clean environment	4	1,541	810	410	410	5,535	2,530	2,500
Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government	Good governance and public participation	5	880	4,158	5,048	5,048	9,763	4,400	–
Ensure a healthy and productive workforce and an effective and efficient work environment	Healthy and productive workforce	6	–	–	197	197	–	–	–
Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Sound financial management, viability and risk management	7	901	787	1,169	1,169	700	800	800
Total Capital Expenditure			**127,825**	**82,006**	**97,646**	**97,646**	**151,930**	**86,094**	**64,057**

TABLE 48: ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET (CAPITAL EXPENDITURE)

6.4 Institutional performance

An institutional performance review provides critical information pertaining to the current status and critical service needs, highlights and challenges. The information can provide value insight for the management team and guidance to engage in a meaningful planning process to improve service delivery within the municipal area.

The highlights of the past IDP period are summarised per directorate in the tables below.

Directorate	Office of the Municipal Manager
Sub-directorates	Internal Audit; Enterprise Risk Management; Office Support and Project Management
IDP Strategic Objective	❒ To actively participate in determining the future of our country ❒ To ensure a healthy and productive work environment – happy employees supported by a productive and accountable leadership team ❒ Assure financial viability and sustainable growth ❒ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❒ To create a unique and caring Valley of service excellence, opportunity and growth ❒ To provide and maintain basic services and ensure social upliftment of the Breede Valley community
❒ Achievement of a clean audit status for the third year ❒ Effective internal control environment: ⇨ Successfully implement a Municipal Governance Review Outlook system ⇨ Functional Audit and Performance Audit Committee ⇨ Functional Performance Management Evaluation system	
❒ Filling of critical positions: (Director: Strategic Support Services, Municipal Manager), (Senior Manager: Bulk Services, Roads and Storm water, Facilities, Electrical Services)	
❒ Functional Municipal Public Accounts Committee ❒ Implementation of Regional Socio Economic Projects	

TABLE 49: INSTITUTIONAL PERFORMANCE – OFFICE OF THE MUNICIPAL MANAGER

Directorate	Technical Services
Sub-directorates	Electricity - Water (Bulk and Networks) - Sewerage (Purification and Network) - Municipal Roads - Storm water - Refuse removal (Disposal, Landfill sites, Recycling and Public toilets) - Planning (Building Control, GIS and Town Planning) - Cemeteries, Building Maintenance, Mechanical Workshop and Parks - Environmental Management
IDP Strategic Objective	❒ To actively participate in determining the future of our country ❒ Assure financial viability and sustainable growth ❒ To ensure a healthy and productive work environment – happy employees supported by a productive and accountable leadership team ❒ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❒ To create a unique and caring valley of service excellence, opportunity and growth ❒ To provide an maintain basic services and ensure social upliftment of the Breede Valley community ❒ To create an enabling environment for employment and poverty eradication through proactive economic development and tourism

Successes

- ❒ Completion of Worcester Bulk Water and Sewage Treatment Facilities
- ❒ Upgrading of Rawsonville Bulk Water and Sewage Treatment Facilities
- ❒ Continuous roll-out of wheelie bin project
- ❒ Complete reorganisation and management of waste removal
- ❒ Introduction of the On Key computerised emergency and scheduled maintenance system
- ❒ Completion of organogram for staff establishment
- ❒ Introducing of a pipe replacement programme
- ❒ Continuous increase in Blue Drop score from 89,02% to 89,16%
- ❒ Implement risk abatement plans that decrease the impact of our risks identified
- ❒ We had a major success in the fact that our general valuations are now being made available in GIS format (through our intervention) and this allows us to do spatial analysis on a much more complex level, thereby increasing the revenue base of Council
- ❒ Our biggest success in the Planning Section was the fact that the staff had all been placed in order to comply with LUPA and SPLUMA legislation
- ❒ Completion of resealing programme
- ❒ Introduction of vehicle replacement programme.
- ❒ A tarring programme of gravel/dirt roads were introduced including a departmental road paving construction team.

Challenges

- ❒ Inability to attract senior qualified staff due to slowness of TASK
- ❒ We have a challenge in the follow-up on illegal building work implementation, but this will to a large extent be addressed by the valuation tender which would allow us to monitor illegal building work through bi-annual aerial photos
- ❒ We face a major challenge with the change in planning legislation, with LUPA and SPLUMA soon to become a reality and the processes, by-laws and staff establishment required by this legislation needing to be fast-tracked and addressed timeously

TABLE 50: INSTITUTIONAL PERFORMANCE – TECHNICAL SERVICES

Directorate	Financial Services
Sub-directorates	Financial Planning – Revenue - SCM (logistics, expenditure and procurement) - Valuations
IDP Strategic Objective	❒ To actively participate in determining the future of our country ❒ To assure financial viability and sustainable growth ❒ To ensure a healthy and productive work environment – happy employees supported by a productive and accountable leadership team ❒ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❒ To create a unique and caring Valley of service excellence, opportunity and growth ❒ To provide and maintain basic services and ensure social upliftment of the Breede Valley community
❒ Unqualified audit report for the past five years with full GRAP implementation and clean audit for the 2014/ 2015 financial year	
❒ Commendable payment rate to 96,7% ❒ Successful implementation of the Municipal Government Review and Outlook (MGRO) process ❒ Successful drive of Financial Internship Programme ❒ Successful implementation of a Financial Revenue Enhancement Plan ❒ Successful implementation of mSCOA ❒ Successful implementation of new Valuation Roll	

TABLE 51: INSTITUTIONAL PERFORMANCE – FINANCIAL SERVICES

Directorate	Community Services
Sub-directorates	Fire, Rescue and Disaster Management - Library and Information Services - Traffic (Law Enforcement, Admin and Licensing) - Housing – Community Facilities – Community Development (arts, culture, youth, aged, women, sport development)
IDP Strategic Objective	❒ To actively participate in determining the future of our country ❒ To assure financial viability and sustainable growth ❒ To ensure a healthy and productive work environment – happy employees supported by a productive and accountable leadership team ❒ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❒ To create a unique and caring Valley of service excellence, opportunity and growth ❒ To provide and maintain basic services and ensure social upliftment of the Breede Valley community ❒ To create an enabling environment for employment and poverty and poverty eradication through pro-active economic development and tourism
❒ Disaster Risk Management Plan and Framework reviewed for 2014/2015 ❒ IDP review completed ❒ Fire Services Master Plan reviewed and updated	
❒ Qualified Trench and Confined Space Rescue Technicians trained	
❒ Establish a speed and red-light offence management system ❒ Upgrading of security with the installation of CCTV cameras	
❒ An Anti-Alcohol and Drugs Centre (SHADOW) was established at the Traffic Department in partnership with the Department of Transport and Public Works ❒ The establishment of an administrative back office in Rawsonville for the management of speed violations	

TABLE 52: INSTITUTIONAL PERFORMANCE – COMMUNITY SERVICES

Directorate	Strategic Support Services
Sub-directorates	Human Resources - Legal Services – Economic Development - ICT – IDP and Performance Management – Communication – Administration and Auxiliary Services
IDP Strategic Objectives	❒ To actively participate in determining the future of our country ❒ Assure financial viability and sustainable growth ❒ To ensure a healthy and productive work environment – happy employees supported by a productive and accountable leadership team ❒ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❒ To create a unique and caring Valley of service excellence, opportunity and growth ❒ To provide and maintain basic services and ensure social upliftment of the Breede Valley community
❒ ICT - Disaster Preparedness and Management ⇨ Part of being prepared for disasters is the virtualization of the servers in our server room. Three HP servers, on which VMWARE has been installed, form the platform of our virtual system. Windows and Linux servers were set up on VMWARE and the data migrated from the physical servers to the "virtual" servers. ⇨ The process of commissioning and implementing a Disaster Recovery site is underway. Phase I (server room construction, network connectivity upgrade between production and disaster recovery sites and storage network upgrade) of the project is anticipated to be completed by end of 2015/2016 financial year.	

❒ Human Resources We are in the process of reviewing the job descriptions of all the positions on the approved organizational structure. These job descriptions will be submitted to the District TASK committee in order to ensure that each position has an audited TASK outcome.
❒ Economic Development The Uitvlught Industrial Park will be advertised for development proposals. The Special Rating Area for the central business district in Worcester will also be implemented in the new financial year
❒ Organizational Performance Management Individual performance management will be implemented as from 1 July 2016. A electronic system was procured for this purposes

TABLE 53: INSTITUTIONAL PERFORMANCE – STRATEGIC SUPPORT SERVICES

6.5 Stakeholder input

6.5.1 Community engagements and needs

The public consultation process was successfully rolled out in the 21 wards of Breede Valley Municipality, reflecting a significant improvement in the turnout at these meetings. The municipality provided all possible logistical support in the arrangement of these meetings, i.e. transporting members of the public to and from meetings to afford them an open opportunity to engage with Council on the prevalent needs existing in Breede Valley. These community consultations proved to be very successful and offered an insight to the tremendous challenges which both government and citizens are faced with.

The consultation process recorded the following list of needs, all of which do not necessarily constitute or are within the mandate of local government; the needs outside our mandate were communicated to the relevant sphere of government and/or institution responsible for the core service. The list of community needs per ward is indicated in the following table in order of priority.

Ward	Order	Priority per Ward	Department
1	1	Housing	Community Services
1	2	Land for graveyards	Technical Services
1	3	Reseal roads: Topkamp, CBD, Paravlei, Steenvliet	Technical Services
1	4	Tarring of gravel road: Hopland and Topkamp	Technical Services
1	5	Municipal building upgrade	Technical Services
1	6	Upgrade Steenvliet and Touwpark sports grounds	Community Services
1	7	Community hall upgrade	Community Services
1	8	Develop play parks	Technical Services
1	9	Repair houses in Uitsig and Steenvliet	Community Services
1	10	Upgrade sewerage system for housing projects	Technical Services
1	11	Reservoirs for future development and housing projects	Technical Services
1	12	Fire station	Community Services
1	13	Upgrade of library	Community Services
1	14	Ambulance services	Community Services
1	15	Complete card and transport of houses	Community Services
1	16	Speed humps	Community Services

1	17	Street names	Community Services
1	18	Tenders/contracts for residents of Touws River	
1	19	Small farmers	Community Services
1	20	Lighting of open spaces	Technical Services
1	21	Sustainable jobs	Strategic Support Services
1	22	Health Services	Community Services
1	23	Lower municipal rates and taxes for low income households	
1	24	Youth development programmes	Strategic Support Services/ Community Services
1	25	Electricity in Zion Park	Technical Services
1	26	Flush toilets in Zion Park	Technical Services/Community Services
1	27	Touws River to be demarcated	
1	28	Maintenance of houses	Community Services
1	29	Lower taxi rates (public transport between Worcester and Touws River)	Community Services
2	1	Daycare centre for children	Community Services
	2	Library in Stofland	Community Services
	3	Available plots to build churches	Technical Services
2	4	Repair RDP houses	Community Services
2	5	Street name signs	Community Services
2	6	Employment opportunities and youth development projects	Strategic Support Services
2	7	Repair and pave roads	Technical Services
3	1	Housing	Community Services
3	2	Tarring of streets – De Doorns East	Technical Services
3	3	Play parks – Malva & Hibiscas Steets	Technical Services
3	4	Relocating outside toilets into houses – RDP houses and 157 scheme upgrading	Community Services
3	5	Replace street lights with high-mast lights	Technical Services
3	6	High-mast lights – Hassie Square and Ekuphumeleni	Technical Services
3	7	Upgrading of sports ground and locker rooms	Community Services
3	8	Employment opportunities/youth development programmes	Strategic Support Services
3	9	Upgrading of storm water canal	Technical Services
3	10	Fire station	Community Services
3	11	Electricity – Hassie Square	Technical Services
	12	Extension of clinic/day hospital	Community Services
3	13	Speed humps – Selosias and Violet Street	Community Services
3	14	Maintenance of streets and sidewalks	Technical Services
3	15	Stop and street name signs	Community Services
3	16	Extension of street lights in Voortrekker Way from SAPD to Bonne Esperance	Technical Services
3	17	Replace water pipes	Technical Services
3	18	Splitting sewerage lines	Technical Services
4	1	Housing: Sunny-Side Orchard	Community Services
4	2	Infrastructure and maintenance of rental units - Orchard	Community Services
4	3	Transfer of houses in Sunnyside Orchard (ownership)	Strategic Support Services/ Community Services
4	3.1	No rent for rental units	Community Services

4	4	Sports grounds and facilities in Sunnyside Orchard	Community Services
4	5	Ward-based money for Ward 4	
4	6	Land for housing (from Ganskraal, between N1 and railway line to De Doorns entrance)	Community Services
4	7	Land for small farmers (to cater for livestock)	Community Services
4	8	Tarring of roads (Sunnyside Orchard)	Technical Services
4	9	Splitting of sewerage pipes – De Doorens East	Technical Services
4	10	High-mast lighting for De Doorns East	Technical Services
4	11	Church plots need to be put on tender - Orchard	Strategic Support Services
4	12	Post boxes for residents (such as those at the post office)- Orchard	
4	13	Solar geysers - Orchards	
4	14	Bigger crèche for Sunnyside Orchard	Strategic Support Services
4	15	Speed humps – Chris Hani Street and Sir James Street	Community Services
4	16	Playground / park for the children in Orchard / De Doorns East	Technical Services
4	17	Swimming pool in town (De Doorns)	Community Services
4	18	Fire station – Town (De Doorns)	Community Services
4	19	Bursaries for students – All Wards	Strategic Support Services
5	1	Upgrade of water boreholes	Technical Services
5	2	Electricity – GG Camp	Technical Services
5	3	Sports field, sports equipment in Silver Camp and De Wet (upgrade of clubhouse and grounds) Irrigation & Mowing	Community Services
5	4	Crèche and community hall	Community Services
5	5	Purchasing of land in GG Camp	Strategic Support Services
5	6	Acquisition of building for soup kitchen	Strategic Support Services
5	7	Faster response to reported sewerage blockages	Technical Services
5	8	Transfer Transnet houses and regular maintenance	
5	9	Traffic official on a regular basis – safety of school children	Community Services
5	10	Provide basic services to GG Camp (Sandhills), cleaning projects in GG Camp	Technical Services
6	1	Transfer of houses for ownership to tenants	Community Services
6	2	Wheelie bins in ward 6	Technical Services
6	3	High-mast lights (x2) for Tuindorp – Keyter Street (Worcester dam)	Technical Services
6	4	Develop park at Worcester dam towards the mall	Technical Services
6	5	Develop play park – Hospitaalheuwel	Technical Services
6	6	Speed humps	Technical Services
7	1	Traffic sign (green arrow) with indication to turn left at the fire station	Community Services
7	2	Upgrade and regular cleaning of sidewalks (De la Bat/ De Jongh Street)	Technical Services
7	3	Slipway from De La Bat Way into Heyns Street	Technical Services
7	4	Circle at Roux, De la Bat and Heyns Street	Technical Services
7	5	Passage at Hugo Street must be closed	Technical Services
7	6	Irrigation of parks in Louis Trichards & Meirings park	Community Services
7	7	Curbs: De la Bat Way, Jordaanpark (whole area)	Technical Services
7	8	Beautifying areas in ward 7	Technical Services
7	9	Slipway/traffic circle at Louis Lange, Cape Agri/ “Worcester Bottelering”	Technical Services
7	10	Water pipes De La bat way	Technical Services

8	1	Tarring of Busa and Mpinda Streets	Technical Services
8	2	Relocate outside toilets into houses	Community Services
8	3	Swimming pool	Community Services
8	4	Second entrance to the graveyard	Technical Services
8	5	Speed humps – Ndamoyi and Swangaza Street	Community Services
8	6	Play park Buza Street	Technical services
8	7	Footbridge – linking Zwelethemba to Roodewal	Community Services
8	8	Employment opportunities for youth	Strategic Support Services
8	9	Intervention with gang violence (Chessies surrounding areas)	Community Services
8	10	Wheelie bins	Technical Services
8	11	Improvement of sanitation	Technical Services
9	1	Speed calming in the ward	Technical Services
9	2	Improve sanitation services	Technical Services
9	3	Tarring/upgrade of Springveldt Street	Technical Services
9	4	Upgrading of rental units	Community Services
9	5	Sports facilities – cricket and netball facility including play park	Community Services/ Technical Services
9	6	Rezoning of Green Valley for erven	
9	7	Additional lights for Hartwig Avenue	Technical Services
9	8	Establishment of a neighborhood watch	Community Services
9	9	Improve/upgrade fencing at Esselen Park sports field	Community Services
9	10	Road signage boards of the areas in Ward 9, e.g. Esselen Park, Roodewal, etc.	Community Services
9	11	Fencing of electrical boxes (investigate alternatives)	Technical Services
9	12	Filling of potholes	Technical Services
9	13	Address illegal dumping/littering	Technical Services
9	14	Speed humps: Lyner Street and Van Zyl Avenue	Community Services
9	15	High-mast lights: Esselen Park and Roodewal	Technical Services
10	1	Multi-purpose centre for youth development programmes	Community Services
10	2	Upgrading of sewerage system	Technical Services
10	3	Development of open spaces for recreational purposes	Technical Services
10	4	Upgrading of rental units – Roodewal and Hexpark flats	Community Services
10	5	Mobile police station	Community Services
10	6	Repair electricity – Roodewal flats and Hexpark flats	Technical Services
10	7	Employment opportunities	Strategic Support Services
10	8	Housing	Community Services
10	9	Speed humps	Community Services
10	10	Regular cleaning of open spaces for recreational activities, play parks, netball courts, etc.	Community Services/ Technical Services
11	1	Visible policing, anti-drug programs, crime prevention projects. Act against illegal trade of liquor, drug dealers and eviction of drug dealers in the municipal units	Community Services
11	2	Safeguarding and development of Buitekant, Gordon, Songe Avenue and Grey Street (swimming pool, library, clinic, municipal building, ABET, indoor sports centre, 925 night club, Maywood and OVD)	Community Services
11	3	Alternative housing for OVD/develop retirement village for OVD	Community Services
11	4	E-Centre (Maybe at Maria Pieterse Clinic)	Community Services

11	5	Play park at erf 6603	Community Services
11	6	Upgrading of Yssels Street and Tarring of Salon Street	Technical Services
11	7	Academy for the BVM youth and sport and recreation programmes	Community Services
11	8	Development of park etc. Outdoor gym / dry park / play park	Technical Services / Community Services
11	9	Speed hump opposite OVD in Buitekant Street	Technical Services
11	10	Fencing of 3 electrical boxes two in riverview and one in florian park	Technical Services
11	11	Development/demolition of empty plots and dilapidated buildings in the ward	Strategic Support Services
11	12	Provisions of gravel in OVD especially in winter	Technical Services
11	13	Cleaning of storm water ditches on a regular basis as well as open spaces where garbage is dumped	Technical Services
12	1	Cycling track on the Nekkies/River road for residents who use bicycles as transportation	Technical Services
12	2	Upgrading and painting of remaining houses in Russel Scheme	Community Services
12	3	Fencing of the Multy Purpose centre in Avian Park	Technical / Community Services
12	4	Recreational and sports facilities in open spaces in Avian Park	Technical / Community Services
12	5	Closing of stairs (gaps) – Block T and U	Technical / Community Services
12	6	Additional washing lines in Russel Scheme	
12	7	High-mast lights/stronger lighting in Avian Park	Technical Services
12	8	Upgrading of courtyard in Russel Scheme (beautify with grass and trees)	Technical Services
13	1	In-house toilets in Riverview	Technical Services
13	2	Paving of sidewalks – Eden School	Technical Services
	3	High-mast lights – Jason Street and Duncan Way	Technical Services
13	4	Satellite police station	Community Services
	5	Cleaning of open municipality spaces	Technical Services
13	6	Upgrade and maintain graveyard	Technical Services
13	7	Repair of potholes and route to cemetery (from Total Garage to Villiersdorp Road)	Technical Services
13	8	Speed humps – Duncan Way, Buitenkant Street, Sampson Street and Amandel Street	Community Services
13	9	Lighting of open spaces	Technical Services
13	10	Resurface and cleaning of roads across ward	Technical Services
13	11	Job development programmes	Strategic Support Services
13	12	Sport and drug prevention programmes for youth	Community Services
13	13	Regular cleaning of ward for example roads, pavements and weeds	Technical Services
14	1	New housing scheme and multi-purpose centre – Riverview flats and Victoria Park school as well as behind Boland College (“ou gholf”)	Community Services
14	2	Paving – Durban Street to Boland College (from Le Seur Street to Boland College; and Riverview flats’ sidewalks	Technical Services
14	3	Fencing of electricity boxes (corner of Dickens and David Streets, Victoria Park; Riverview flat T; Riverview Flat O)	Technical Services
14	4	Demolish all illegal shacks/structures and ensure that legal tenants move into municipal rental units, and prevent the	Community Services

		misuse of rental units by gang leaders and drug peddlers	
14	5	Resealing of streets to continue in Victoria Park and inner circle of Riverview flats; quality speed humps to be constructed in consultation with ward committee	Technical Services
14	6	Regular cleaning of area	Technical Services
14	7	Investigate alternative measures of rubbish removal	Technical Services
14	8	Recreational facility – youth and children. Play parks, sport facilities and sport development	Community Services
14	9	Upgrading and maintenance of Riverview flats	Community Services
14	10	Upgrading of lights in Victoria Park	Technical Services
14	11	Speed humps – Davids and Pieterse Streets	Community Services
14	12	Planting of trees – Rainier Street	Technical Services
14	13	Safeguard feeding scheme project with barbed wire – Riverview	Technical Services
14	14	Support feeding scheme and vegetable garden	Community Services
14	15	Ownership transfer to residents of Riverview flats	Community Services
14	16	Street name boards	Community Services
14	17	Computer facilities/centre	Community Services
14	18	Fencing of Riverview flats	Community Services
14	19	Appointment of municipal police	Community Services
14	20	Assistance for community gardens – water and equipment	Technical Services
14	21	Reconstruction of Queen Street	Technical Services
14	22	Social infrastructure development – Riverview flats	Community Services
15	1	Transform servitude area in Somerset Park to play park for youth	Technical Services
15	2	Reseal Cilliers Street from Rabie to Hugo Naude Street	Technical Services
	3	Speed humps in Brandwacht Way as well as service road between Ceder Street and Ashgrove Street, opposite park	Community Services
15	4	Fencing of substation in De Vos Street	Technical Services
15	5	Traffic circle at Altona and Brandwacht Way, Worcester West	Community Services
15	6	Cleanup of middleman in Brandwacht Way (stones of previous cleanup still present)	Technical Services
16	1	Electricity and toilets in New Mandela	Technical Services
	2	Tarring of roads: Mayinjana Street – New Mandela	Technical Services
16	3	Housing in New Mandela	Community Services
16	4	Relocate outside toilets into houses – Matsila and Fulang Street	Community Services
16	5	Upgrade sewerage pipes and storm water drains	Technical Services
16	6	Improve toilets and sanitation, water and electricity	Technical Services
16	7	Plots for churches	Strategic Support Services
16	8	Removal of pigsties from area	Community Services
16	9	Crime prevention programmes	Community Services
16	10	Employment opportunities	Strategic Support Services
16	11	Extension of urban edge	Community Services
16	12	Numbering of houses – shacks	Community Services
16	13	Klipvlakte development	Community Services
17	1	Complete the construction of 81 houses	Community Services
	2	Upgrade sewerage system	Technical Services
17	3	Transfer ownership of land to those in ward – title deeds	Community Services

17	4	Permanent cleaning staff	Strategic Support Services
17	5	Wheelie bins for the entire Zwelethemba	Technical Services
17	6	Speed humps – entire Zwelethemba	Community Services
17	7	Upgrading of old-age home	Community Services
17	8	Toilets at graveyard	Technical Services
17	9	Tarring of streets	Technical Services
17	10	Street names in Mandela	Community Services
17	11	Heritage Park	Technical Services
17	12	Cleaning of area	Technical Services
17	13	Crime prevention programmes	Community Services
17	14	Tarring of road – graveyard	Technical Services
17	15	Upgrading/improvement of graveyard	Technical Services
17	16	Filling of potholes	Technical Services
17	17	Skips on corners – entire Zwelethemba	Technical Services
17	18	Security – graveyard	Technical Services
17	19	Toilets at old taxi rank	Technical Services
17	20	BVM's call centre needs to be customer friendly	Community Services
18	1	Relocating outside toilets into houses	Community Services
18	**2**	Food garden	Community Services
18	**3**	Street names in the ward	Community Services
18	**4**	High-mast lights in Njila Street and Mandela Square	Technical Services
18	**5**	Hall – Nonna sports ground	Community Services
18	6	Crèches – Zwelethemba and Overhex	Community Services
18	7	Seating on stands – Overhex sports stadium	Community Services
18	8	New doors for toilets – details available from Housing Dept.	Community Services
18	9	Relocating outside toilets into houses	Community Services
18	10	Library and netball courts	Community Services
18	11	Community hall for the farming community	Community Services
18	12	Tarring of streets in the entire ward	Community Services
18	13	Crèche for farming community	Community Services
18	14	Community park – Njila street	Community Services
19	1	Six sport days per year	Community Services
	2	Housing scheme for farm workers	Community Services
19	3	Purchase of land for housing purposes	Strategic Support Services/ Community Services
19	4	Bus rank at Pokkraal Road as well as other areas in town	Community Services
19	5	Upgrade of highway at Voorsorg, Roeswater, Merwida and Louwshoek	Technical Services
19	6	Availability of scholarships	Strategic Support Services
19	7	Youth development projects	Strategic Support Services
19	8	Sports facilities	Community Services
19	9	Community should receive preference for EPWP projects in Rawsonville	Strategic Support Services
19	10	Regular cleaning of Geelkampie	Technical Services
20	1	Six sport days per year	Strategic Support Services
20	2	Sidewalk/paving in Disa Street	Technical Services
20	3	Swimming pool/swimming facilities	Community Services
20	4	Land for housing	Technical Services
20	5	Community hall	Community Services

20	6	Sports facilities/upgrading of existing sports facilities	Community Services
20	7	Job opportunities and youth development programmes	Strategic Support Services
20	8	Ownership of rental units	Community Services
20	9	Bus station at Rawsonville Primary	Community Services
20	10	Public toilets should be controlled by BVM officials	Technical Services
20	11	Establishment of play park	Technical Services
20	12	Speed humps/upgrading of speed humps at Rawsonville Primary	Technical Services
20	13	Electrification of Spokies Town	Technical Services
20	14	Taxi rank	
20	15	Impact study regarding Prima Klipbrekers (soil tipped in river)	Strategic Support Services
21	1	Mobile fire station	Community Services
21	2	Speed humps (matter of urgency)	Community Services
21	3	Clinic and job creation opportunities	Community Services
21	4	Foot bridge at Villiersdorp Road	Community Services
21	5	Community hall/multi-purpose centre	Community Services
21	6	Sports ground development – lights and toilets– Avian Park	Community Services
21	7	Youth sport development programme, sports facilities, youth centre	Community Services
21	8	Basic service delivery: Repair sewerage water and install water, sanitation at 708 houses to all households, electricity for all, x10 water taps, 205 toilets in informal settlement	Community Services/Technical Services
21	9	Housing structures in Smartie Town	Community Services/ Technical Services
21	10	Mobile police station – visible policing and better police/ community relations – Avian Park	Community Services
21	11	Extension of sidewalks and job creation	Technical Services
21	12	Library in Avian Park and job creation opportunities	Community Services
21	13	Tarring of roads – Avian Park and job creation opportunities	Technical Services
21	14	Street names and job creation opportunities	Community Services
21	15	Assistance with community gardens – water and equipment	Technical Services
21	16	Planting of trees – Pelikaan cricket and Albatros Street, soccer and cricket field	Technical Services
21	17	Lighting of open (dark) spaces – High School Breërivier, informal settlement and soccer field (Kelkiewyn and Kolgans Street), sanitation facilities and electricity for Rolihlahla	Technical Services
21	18	Housing and job creation opportunities	Community Services
21	19	Mobile municipal office and job creation opportunities	Strategies Support Services

TABLE 54: WARD PRIORITY LISTS

Major capital projects achieved by Breede Valley 2014/2015	Town benefited	Amount (R)/ Quantity
Complete the construction of the modular library in Slanghoek	Rawsonville	R522 630
Complete the first phase of the Avian Park Library	Rawsonville, Worcester, De Doorns, Touwsrivier	R1 324 302
Complete Phase 2 of the upgrade of Stettynskloof supply pipeline	Rawsonville, Worcester	1
Complete the upgrade of the Stettynskloof Booster Pump Station	Rawsonville, Worcester	1
Complete project to replace water meters	Rawsonville, Worcester, De Doorns, Touwsrivier	R999 997
Complete the 2014/2015 resealing programme in terms of the approved MIG budget	Rawsonville, Worcester, De Doorns, Touwsrivier	1
Complete the construction of the new retention ponds De Doorns	De Doorns	R5 881 129
Complete the bus route in De Doorns	De Doorns	1
Land for housing: Touwsrivier	Touwsrivier	R3 000 000
WWTW Touwsrivier	Touwsrivier	R23 630
Equipment Water	Rawsonville, Worcester, De Doorns, Touwsrivier	R192 511
Water Connections	Rawsonville, Worcester, De Doorns, Touwsrivier	R128 725
Upgrade of Stettynskloof supply pipeline – Phase 3	Rawsonville, Worcester	R15 395 735
Rawsonville WWTW: Alterations	Rawsonville	R934 938
Bulk Sewerage De Doorns: Upgrading	De Doorns	R143 481
Equipment: Sewerage	Rawsonville, Worcester, De Doorns, Touwsrivier	R192 036
Bulk Sewer: Equipment	Rawsonville, Worcester, De Doorns, Touwsrivier	R54 232
Pump stations: Upgrading	Rawsonville, Worcester, De Doorns, Touwsrivier	R907 092
Sewer Connections	Rawsonville, Worcester, De Doorns, Touwsrivier	R126 862
Electrification Ekuphumleni	De Doorns	R1 315 598
Electrical Substation Upgrading	Worcester	R1 315 598
INEP/Transhex	Worcester	R4 991 758
Electrification 242 houses Zwelethemba	Worcester	R607 332
Equipment: Electricity	Rawsonville, Worcester, De Doorns, Touwsrivier	R347 643
Aan de Doorns 66/kV Substation	Worcester	R704 026
Electricity connections	Rawsonville, Worcester, De Doorns, Touwsrivier	R679 756
Electricity network extensions	Rawsonville, Worcester, De	R242 526

Major capital projects achieved by Breede Valley 2014/2015	Town benefited	Amount (R)/ Quantity
	Doorns, Touwsrivier	
Refuse removal: Equipment	Rawsonville, Worcester, De Doorns, Touwsrivier	R136 894
Street refuse trolleys	Rawsonville, Worcester, De Doorns, Touwsrivier	R40 000
Wheelie Bins - Zwelethemba	Worcester	R1 499 718
Public Toilets - Touwsrivier	Touwsrivier	R149 440
Rehabilitation of municipal roads: Touwsrivier	Touwsrivier	R9 216 114
De Doorns South of N1 Development: Bus Route	De Doorns	R3 746 141
Equipment: Roads	Rawsonville, Worcester, De Doorns, Touwsrivier	R225 745
Rehabilitation of municipal roads: Worcester	Worcester	R11 188 231
Touwsrivier Library: New workroom and toilet facilities (additional funding)	Touwsrivier	R230 550
Book detection system: Zwelethemba Library	Worcester	R95 934
Book detection system: De Doorns Library	De Doorns	R95 934
Cemetries: Upgrading	Rawsonville, Worcester, De Doorns, Touwsrivier	R399 600
Parks Equipment	Rawsonville, Worcester, De Doorns, Touwsrivier	R449 358
Development of Parks	Rawsonville, Worcester, De Doorns, Touwsrivier	R1 011 745
Traffic patrol vehicles	Rawsonville, Worcester, De Doorns, Touwsrivier	R393 400
Purchase and Installation of IT Equipment and Software: Fire Services	Rawsonville, Worcester, De Doorns, Touwsrivier	R64 420
Completion of build of Type III Pumper	Rawsonville, Worcester, De Doorns, Touwsrivier	R442 360
Purchase and Installation of Auxilliary Power System for HQ: Fire Services	Rawsonville, Worcester, De Doorns, Touwsrivier	R244 739
Tractor: Boland Park	Worcester	R188 000
Equipment: Boland Park	Worcester	R194 693
Upgrading of cricket nets: Boland Park	Worcester	R59 700
Upgrading of netball courts: Esselen Park	Worcester	R416 500
Upgrading of cricket nets: Esselen Park	Worcester	R58 580
Upgrading of Cricket nets	De Doorns	R157 000

TABLE 55: CAPITAL PROJECTS ACHIEVED BY BREEDE VALLEY IN 2014/2015 (SOURCE: ANNUAL REPORT 2014/2015)

Breede Valley Municipality Performance highlights across all wards 2014/2015	
Storm water	The continuous maintenance of the storm water system paid off and no serious flooding problems were experienced. The development of informal residential areas below known flood line remains a serious concern
Refuse collection	This year saw a totally new approach to solid waste management for BVM with the introduction of an integrated waste management approach. The following solid waste management measures were implemented: • recycling at source in 10 residential areas; • pay as you throw system where residents are limited to the quantity of solid waste disposed; • a public awareness and education initiative which has its own mascot, Bin-Bin; • the construction of community mini waste drop-off facilities in 2 residential areas; and • the support of Swop Shops within BVM. BVM have also entered the Provincial Greenest Town Competition
Sewerage	The standard of preventative maintenance in the form of cleaning of the system by means of one or more Jetvac machines is definitely on the rise
Roads	The next phase of resurfacing of roads in all the towns in BVM is a major highlight. More than R33 million will be spent over a 3 year period. This will bring some relief to the pothole patching process. The maintenance of the roads is still a cause for concern as a result of quite a large backlog
Electricity service connections	22 583 (excludes ESKOM households)
Water – available within 200 m from dwelling	26 665
Sanitation – households with at least VIP service	22 457
Waste collection – kerbside collection once a week	22 663
Total actual Capital Expenditure	**R 75 896 000**
Provide free basic services to indigent consumers	7 593
The percentage of the municipal capital budget actually spent on capital projects identified in terms of the IDP (actual amount spent on projects as identified for the year in the IDP/total amount spent on capital projects) x100	77,72%
Create job opportunities through the municipality's local economic development initiatives, including capital projects and the EPWP	1 645
Complete construction of the modular library in Slanghoek	1
Complete the first phase of the Avian	1

Park Library	
Limit unaccounted for electricity to less than 14%	6,16%
Achieve a 90% waste water discharge compliance with regard to licence at Worcester and De Doorns	98.3%
Improve blue/green drop compliance to 80%	90,2%
Achieve 95% water quality level as measured per SANS 241 criteria	99%
Number of informal settlement households with access to minimum level of basic services, excluding electricity	5 512
Complete the construction of the modular library in Slanghoek	1
Complete the first phase of the Avian Park Library	1
Achieve a 90% waste water discharge compliance with regard to license at Worcester and De Doorns WWTW	90%
Complete project to replace water meters	1

TABLE 56: SUMMARY OF BREEDE VALLEY PERFORMANCE HIGHLIGHTS ACROSS ALL WARDS (SOURCE: ANNUAL REPORT 2014/2015)

6.5.2 National and provincial government's footprints in Breede Valley municipal area

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) in particular provides instruction on cooperative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and coordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget is based. The plan must also be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The IDP should therefore serve as a guideline for where sector departments allocate their resources at local government level. The municipality should however also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason is it in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes.

Breede Valley Municipality participated in IDP - INDABA 2, Cape Winelands District engagement, hosted by the provincial Department of Local Government. The objectives of the engagement were:

- To provide municipalities with project and programme information that are implemented by provincial sector departments in the municipal area
- To provide municipalities an opportunity to indicate their priority needs and issues raised during community engagements
- To get a better understanding of the rationale behind investment decisions of sector departments and for municipalities to have an indication of funding investments within their areas
- To ensure that IDPs incorporate funded sector department projects

The following capital projects are planned by the various provincial sector departments:

a) Department of Environmental Affairs and Development Planning

TOWN/AREA	WARDS	PROJECT DESCRIPTION	SECTOR DEPARTMENT	BUDGET ALLOCATION
Breede Valley Municipality and others along the Breede River	All wards	Water quality monitoring: monitoring 35 river and estuarine sites along the Breede River for compliance with water quality guidelines	DEADP	R826 000
Entire municipality	All wards	Development of the AQMPs at both district and local municipal level to ensure sound air quality management in the region	DEADP	2015/2016: R10 000 2016/2017: R15 000
Stellenbosch, Drakenstein, Witzenberg, Breede Valley and Theewaterskloof	All wards	The ongoing operational support of the Cape Winelands Biosphere Reserve	DEADP	R350 000
Entire municipality	All wards	Following the "Whole of Society Approach" practical application to building safe and sustainable neighbourhoods, reducing social, cultural, economic and institutional exclusion of former townships and improving the quality of life in the study areas is provided.	DEADP	R17.5M (capital) R667 000 (operational)

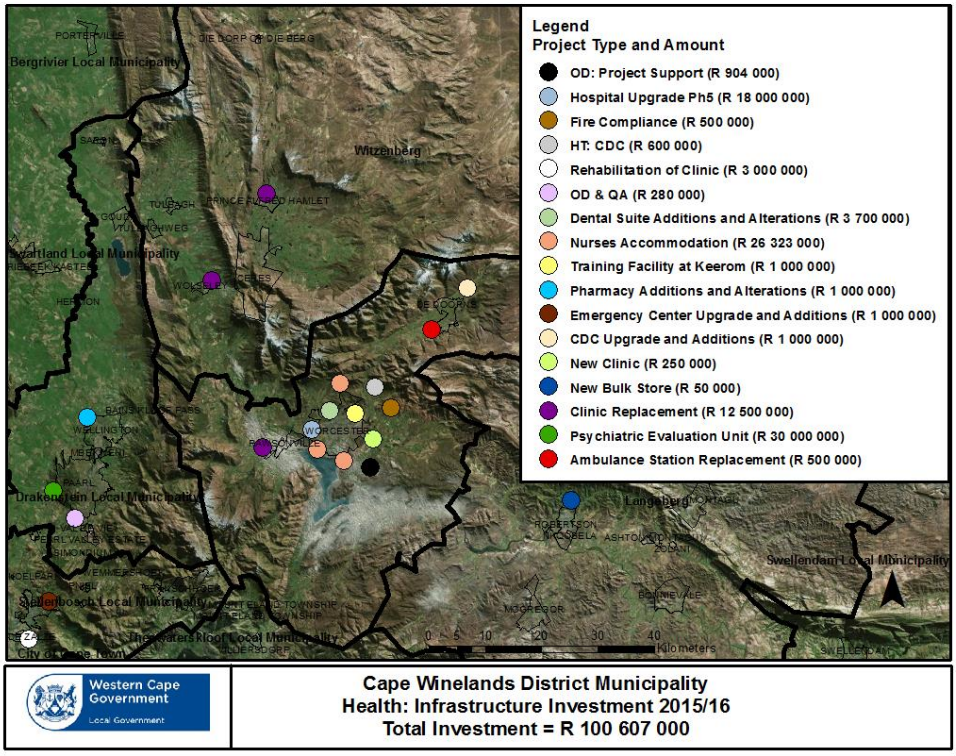
TABLE 57: DEADP PROJECTS AND PROGRAMMES

b) Department of Health

TOWN/AREA	WARDS	PROJECT DESCRIPTION	SECTOR DEPARTMENT	BUDGET ALLOCATION
Rawsonville	19 and 20	Rawsonville Clinic	Health	R16 150 000
Worcester		Dental suite and alterations at Worcester CDC	Health	R5 850 000
Worcester	12 and 21	Avian Park Clinic	Health	R16 000 000
De Doorns	3	Upgrade of Clinic	Health	R16 400 000

Worcester	14	Building and renovation of nurses' accommodation at Boland College	Health	R11 885 000
Worcester	7	Upgrade of Worcester Hospital	Health	R35 350 000
Worcester	7	Psychiatric evaluation unit at Worcester Hospital	Health	R2 000 000
Worcester	7	Preventative maintenance at Worcester Ambulance Services	Health	R281 000
Worcester	5-18, 21	Preventative maintenance at Worcester CDC	Health	R380 000
Worcester	5-18, 21	Preventative maintenance at Worcester FPL	Health	R450 000
Worcester	7	Preventative maintenance at Worcester Hospital	Health	R3 080 000

TABLE 58: DEPARTMENT OF HEALTH – PROJECTS


Legend
Project Type and Amount
OD: Project Support (R 904 000)
Hospital Upgrade Ph5 (R 18 000 000)
Fire Compliance (R 500 000)
HT: CDC (R 600 000)
Rehabilitation of Clinic (R 3 000 000)
OD & QA (R 280 000)
Dental Suite Additions and Alterations (R 3 700 000)
Nurses Accommodation (R 26 323 000)
Training Facility at Keerom (R 1 000 000)
Pharmacy Additions and Alterations (R 1 000 000)
Emergency Center Upgrade and Additions (R 1 000 000)
CDC Upgrade and Additions (R 1 000 000)
New Clinic (R 250 000)
New Bulk Store (R 50 000)
Clinic Replacement (R 12 500 000)
Psychiatric Evaluation Unit (R 30 000 000)
Ambulance Station Replacement (R 500 000)
Bergrivier Local Municipality
Witzenberg
Drakenstein Local Municipality
Langeberg
Swellendam Local Municipality
Kilometers
Western Cape Government
Local Government
Cape Winelands District Municipality
Health: Infrastructure Investment 2015/16
Total Investment = R 100 607 000

c) Department of Social Development

TOWN/AREA	WARDS	PROJECT DESCRIPTION	SECTOR DEPARTMENT	DURATION OF PROJECT
Worcester	All wards	Integrated youth development programme (Roodewal, Riverview, Zwelethemba and Avian Park)	Social Development	- Roll-out of diversion programme to prevent re-offending of youth (target 30 youth) - Integrated programmes to address gangsterism through: * Diversion programmes (safety and security measures).

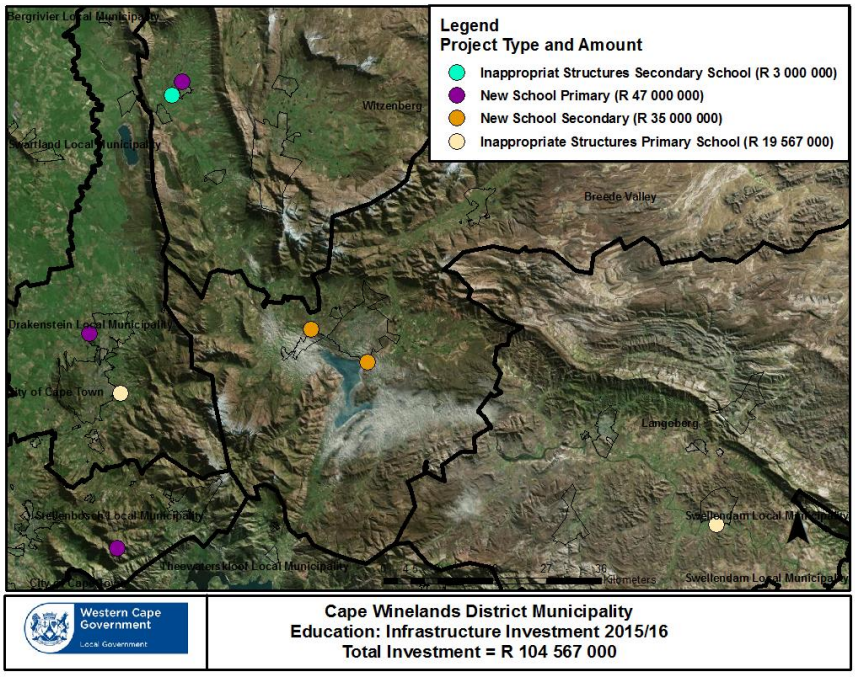
				* LDAC programme to address substance abuse * Promote Chrysalis programme in cooperation with the municipality (target 30 youth)
Entire municipality	All wards	Improve the quality of ECD services	Social Development	Meet norms and standards in terms of partial care registration compliance (environmental health certificate, rezoning certificate and fire and safety certificate); institutional capacity building. Establishment of ECD services in informal settlement in De Doorns.
Worcester	10,11,12,14	Services to elderly in Roodewal, Zwelethemba, Riverview and Avian Park	Social Development	Promote active ageing programmes/ interventions to prevent abuse and neglect of elderly in community and promote community participation.

TABLE 59: DEPARTMENT OF SOCIAL DEVELOPMENT – PROJECTS AND PROGRAMMES

d) Western Cape Education Department

TOWN/AREA	WARDS	PROJECT DESCRIPTION	BUDGET
Worcester	5 - 18	New secondary school, Zwelethemba SSS	R37,5 million
De Doorns	2	Inappropriate structures – primary school	R40 million
Worcester	5-18	New high school	R37,5 million

TABLE 60: WESTERN CAPE EDUCATION DEPARTMENT – PROJECTS



e) Department of Economic Development and Tourism

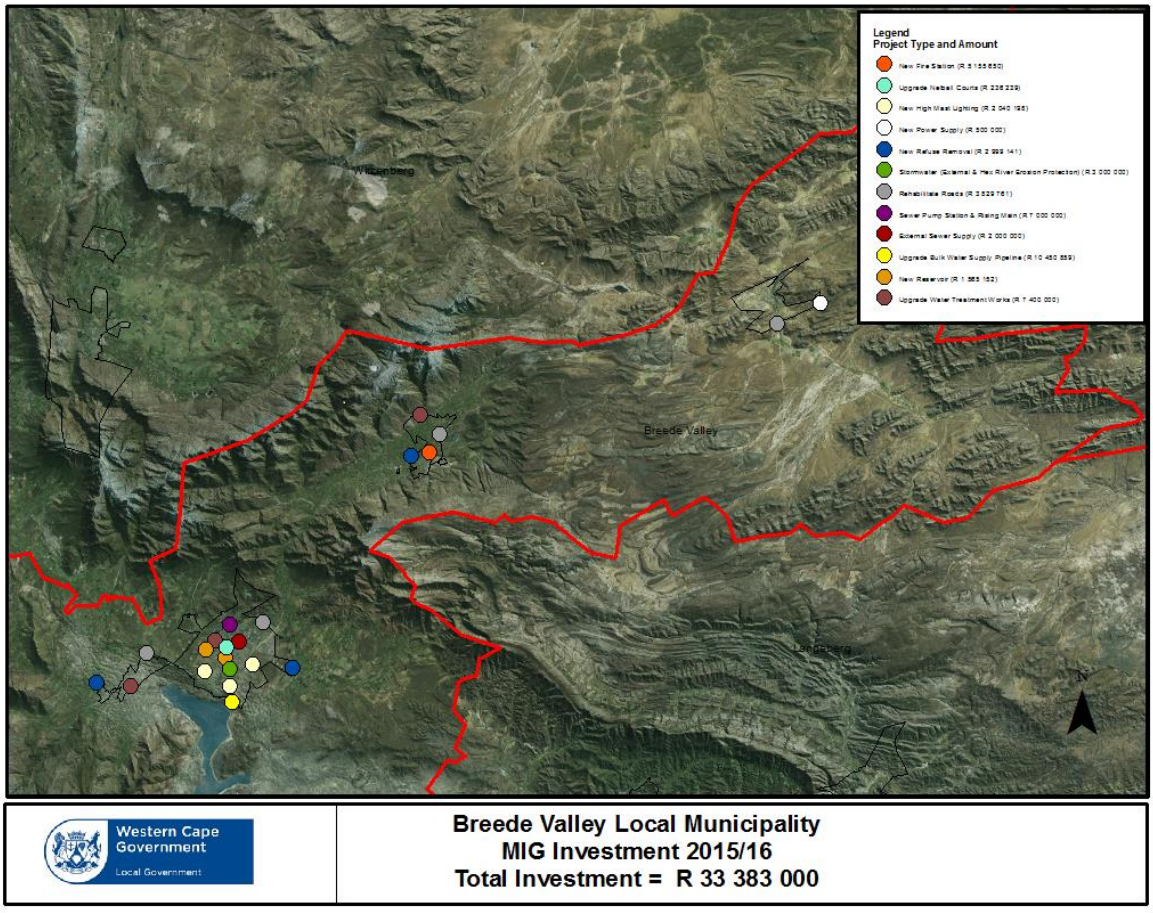
TOWN/ AREA	WARDS	PROJECT DESCRIPTION	BUDGET
Entire Province	All wards	Regional Programme of Excellence for LED	R1,05 million
		LED Growth Fund	R4 million
		Government engagements on B-BBEE and the revised Procurement Regulations, awareness	R500,000
		Procurement Promotion: Provincial tender site awareness	R500,000
		Competitive Supplier Development	R1 million
		LED: Legacy Mentorship Programme	R1 million
		Enterprise Development Fund	R6 million
		Small Business Partnership Network	R6 million
		Business Competitiveness Programme	R1,9 million
		Cooperatives Support Programme	R1 million
		Municipal Red Tape Reduction Programme	R500 ,000
		Culture and Heritage product audit	R48,000
		City to Winelands to Central Karoo Route Development	R1 million
		Tourism Enterprise development initiatives ⇨ Tourism Intermediate ⇨ Tourism Advanced ⇨ Tourism Mentorship ⇨ Networking sessions	R400, 000
		Tourism Human Resource Development *Specific Projects* include: ⇨ Tourism Collective Bursary Programme ⇨ Internship Placement Programme ⇨ Tourism FET Skills programme ⇨ Tourism Service Excellence programme	R1 million
		Work and Skills Programme	R1,070 million

TABLE 61: DEDAT PROJECTS AND PROGRAMMES

f) Department of Local Government

TOWN/AREA	WARDS	PROJECT DESCRIPTION	BUDGET
Rawsonville	19	Worcester: Stettynskloof: Upgrade Bulk water supply line	R 9 752 874
Rawsonville	19 and 20	Rawsonville: Upgrade WWTW	R 2 447 848
Worcester	10 and 18	Trans Hex Housing Development: External water supply	R 2 181 818
Worcester	10 and 18	Trans Hex Housing Development: Sewer Pump station	R 8 000 000
Rawsonville	19 and 20	Rawsonville: Rehabilitate Roads	R 100 350
Touws River	1	Touws River: Rehabilitate Roads	R 1 250 162
Worcester	All wards	Worcester: Rehabilitate Roads	R 717 503
Worcester	10 and 18	Trans Hex Housing Development: Storm Water	R 3 144 410
Worcester	7	Boland Park: New street lighting	R 1 000
Worcester	10 and 18	Trans Hex : Electrical reticulation and high-mast lighting	R 1 000
Worcester	7	Worcester: Boland Park: New high-mast lighting	R 1 000
Worcester	9	Worcester: Esselen Park: New high-mast lighting	R 1 000
Worcester	10	Worcester: Hex Park: New high-mast lighting	R 1 000
Worcester	13	Worcester: Johnson Park: New high-mast lighting	R 1 000
Worcester	10 and 18	Worcester: Klipvlakte: New high-mast lighting	R 1 000 000
Worcester	5	Worcester: Sand Hills: New high-mast lighting	R 1 000
Worcester	10 and 18	Worcester: Trans Hex: New high-mast lighting	R 1 000
Worcester	All wards	Worcester: Zwelethemba: New high-mast lighting	R 1 000
De Doorns	5	De Doorns West: New cricket pitch	R 300 000
Touws River	1	Touws River: Upgrade sports facilities	R 150 000
Touws River	1	Touws River: Steenvliet: Upgrade cricket field	R 600 000
Worcester	7	Worcester: De La Bat, Grey swimming pools: fencing	R 200 000
Worcester	9	Worcester: Esselen Park: Upgrade netball courts	R 500 000
Worcester/ De Doorns	7 and 9	Esselen Park, Boland Park and De Doorns: cricket nets	R 500 000
Worcester	All wards	Worcester: Zwelethemba: New swimming pool	R 1 332 050
Worcester	All wards	Worcester: Zwelethemba: Upgrade sports facilities	R 800 000
Worcester	9	Worcester: Esselen Park : New high-mast lighting	R 1 000
De Doorns	All wards	De Doorns: New fire station	R 1 000

TABLE 62: DLG PROJECTS



g) Department of Transport and Public Works

TOWN/ AREA	WARDS	PROJECT DESCRIPTION	SECTOR DEPARTMENT	BUDGET ALLOCATION
Worcester		Refurbishments: Worcester-Bainskloof Road	DTPW	R33 850 000
Worcester	12	Upgrade: Worcester (Nekkies) Road	DTPW	R74 095 000
Worcester	All wards	Flood damage repairs in Worcester area	DTPW	R 870 000
Worcester	All wards	Storm damage: Worcester	DTPW	R931 000
Worcester	All wards	Resealing of roads: Worcester	DTPW	R 2 447 000
Worcester	All wards	Regravelling of roads: Worcester	DTPW	R 1 000 000

TABLE 63: DTPW PROJECTS

h) 2016/2017 MTREF Allocations

NATIONAL GAZETTED				
		2016/17	2017/18	2018/19

Schedule 5 / 7	Energy Efficiency and Demand management grant	R 4 000 000	R -	R -
Schedule 5 / 7	Local Government Financial Management Grant	R 1 475 000	R 1 550 000	R 1 550 000
Schedule 5 / 7	Expanded Public works Programme Integrated Grant for Municipalities	R 1 291 000	R -	R -
Schedule 4/5	Municipal Infrastructure grant	R 32 885 000	R 35 214 000	R 37 087 000
Schedule 4/5	Integrated National Electrification Programme (Municipal grant)	R -	R 2 000 000	R 3 000 000
Schedule 6	Integrated National Programme (ESKOM) grant	R 20 590 000	R 22 371 000	R 23 669 000
	Municipal System Improvement grant	R -	R -	R 760 000
Schedule 7	Equitable Share	R 88 524 000	R 97 573 000	R 106 043 000
		R 148 765 000	R 158 708 000	R 172 109 000
PROVINCIAL (provisional)				
Circular no 2		**2016/17**	**2017/18**	**2018/19**
Letter from PT 3 March 2016	**Human Settlements**	**R 33 710 000**	**R 75 000 000**	**R 143 500 000**
Letter from PT 3 March 2016	**RSEP/VPUU municipal projects**	**R 8 000 000**	**R 4 550 000**	**R 3 000 000**
Letter from PT 3 March 2016	**Library Services (Conditional Grant)**	**R 10 632 000**	**R 8 090 000**	**R 8 575 000**
Letter from PT 3 March 2016	**Community Development Worker Operational support grant**	**R 94 000**	**R 94 000**	**R 94 000**
Letter from PT 3 March 2016	**Thusong Service grant (sustainability; operational support grant)**	**R -**	**R -**	**R 100 000**
Letter from PT 3 March 2016	**Financial Management Capacity Building grant**	**R 120 000**	**R 240 000**	**R 360 000**

Letter from PT 3 March 2016	**Fin Assistance to mun. for Maintenance and construction of transport infrastructure**	**R 152 000**	**R -**	**R -**
Letter from PT 3 March 2016	**Total of the 3 March 2016 letter after Budget Speech**	**R 52 708 000**	**R 87 974 000**	**R 155 629 000**

6.6 Municipal Turnaround Strategy

The Municipal Turnaround Strategy (MTAS) is an initiative of the Department of Cooperative Governance and Traditional Affairs (COGTA) and was approved by the Cabinet on 2 December 2009. The overall aim of the strategy was to identify the drivers of distress in local government and mechanisms needed to effectively and efficiently address them. A provincial-wide assessment of each of the 293 municipalities was conducted by COGTA together with their provincial counterparts. The table below provides information pertaining to Breede Valley Municipality's overall performance in the assessment.

Municipality	Category	Socio-economic vulnerability (Class 1-4)	Audit Outcomes
Breede Valley	B2 (Local municipalities with a large town as a core)	4 (Low vulnerability in terms of spatial, social, municipal capacity and economic indicators)	- Unqualified opinion with emphasis of matter 2008/2009 and 2009/2010) - 2012/2013 Clean Audit

TABLE 64: MTAS CLASSIFICATION

The national department (COGTA) devised a methodology to determine the critical intervention areas in municipalities that should be reflected in the assessments of municipalities. The areas are governance, financial management, service delivery and infrastructure, labour matters, spatial conditions and local economic development. Municipalities were requested to develop their own individual turnaround strategy and incorporate the priority focal area in the IDP and budget planning processes. Breede Valley Municipality approved their turnaround strategy in July 2010.

BVM identified the following short-term priorities in the approved municipal turnaround strategy and will include these in the operational activities of departments:

- Address financial administration problems
- Regulate indiscriminate hiring and firing processes
- Implement transparent municipal supply chain management processes
- Strengthen the capacity of ward committees
- Commitment to IDP (national and provincial)

- Funding and capacity strategy for infrastructure development
- IGR agreements
- Review and rearrange capacity grants and programmes
- Upscale community works programmes
- Strengthen and implement new revenue enhancement strategies
- Launch a 'Good Citizen Campaign' within the municipal service area

6.7 Back-to-Basics

The Back-to-Basics approach is designed by COGTA to ensure that all municipalities perform their basic responsibilities and functions, building on five pillars:

- Putting people and their concerns first
- Demonstrating good governance and administration
- Delivering municipal services
- Sound financial management and accounting
- Sound institutional and administrative capabilities

The Back-to-Basics approach has as its main aim the institutionalisation of good performance in municipalities and integrates information to ensure that current challenges in the local government sphere is adequately addressed.

Breede Valley Municipality currently updates Back-to Basics information on a monthly basis.

6.8 Regional Socio-Economic Programme (RSEP)

The Regional Socio-Economic Programme (RSEP) is a project of the Western Cape Government to partner with the citizenry of Breede Valley Municipality to promote neighbourhood upgrading, urban restructuring, social cohesion and inclusion and social clustering. RSEP projects will be targeted at addressing public safety concerns through soft and hard infrastructure, upgrading and development of public facilities, support of community-driven projects and creating opportunities in poor communities subjected to high crime levels.

The following Regional Socio-Economic Programme (RSEP) process plan was followed to implement the programme in the Breede Valley:

Background and objective

The BVM was chosen by the Western Cape Provincial Government (WCPG) as one of three municipalities to participate in the Regional Socio-Economic Programme.

In terms of the *Western Cape RSEP/VPUU Programme Implementation and Governance Framework* (attached as Annexure A), BVM is required to set up a Municipal Steering Committee (MSC) and Councils of stakeholders (CoS). The MSC was established and has representatives from the various line departments. The purpose of the process plan was to guide the process of setting up the CoS for each of the four suburbs (Avian Park, Riverview, Roodewal and Zwelethemba) forming part of the focus area identified in the RSEP Spatial Analysis (attached as Annexure B). It also guided the process of engaging with the CoS's in order to determine a Portfolio of Interventions (PoI).

Legislative Instruments

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996);
Municipal Systems Act, 2000 (Act 32 of 2000)
Municipal Finance Management Act, 2003 (Act 56 of 2003);
Breede Valley Municipality Integrated Development Plan;
Western Cape RSEP/VPUU Programme Implementation and Governance Framework.

Dovetailing with IDP

After the public participation process for the 2014/15 IDP review was concluded in November 2014, the outcomes of this process for the wards included in the focus area (being 8, 9, 10, 11, 12, 13, 14, 16, 17, 18 and 21) were combined per suburb and used as a baseline for the further public participation described below.

Establishment of Councils of Stakeholders, public participation and Portfolios of Interventions

The councils are made up of leaders of local neighbourhood scale organisations. It is the representative steering committee within the area of intervention and the community partner around the implementation of the Portfolio of Interventions (POI).

Each CoS met twice. At the first meeting the combined IDP needs of all the wards making up the suburb were filtered to exclude those not related to RSEP and those already being budgeted for. Any RSEP related needs not included in the list of IDP needs were added to the list. These were then prioritized. Between the first and second meeting the line departments were requested to address needs that could be addressed within the operational feedback. At the second meeting feedback on the latter was given. Projects were then identified and agreed upon to address the remainder of the needs.

The projects identified were given budget estimates and spread out in a logistically sensible fashion over the remainder of the RSEP in a POI. The POI is similar to an IDP on neighbourhood level. This is the ultimate outcome achieved through implementation of the process plan.

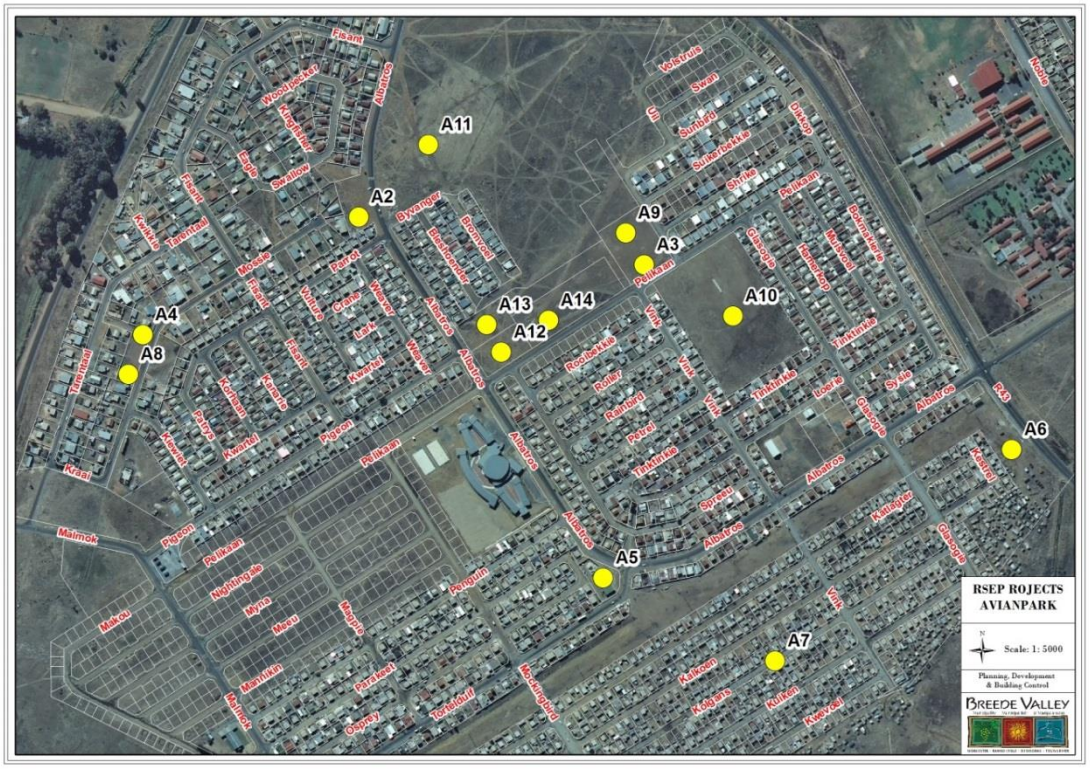
Council approval of POI's

The POI's were presented to Council for approval in November 2015 and were approved as submitted. The POI's were then submitted to the Western Cape Department of Environmental Affairs and Development Planning. The POI's will be used as the base for budgeting and implementation of RSEP projects in the remainder of the programme.

RSEP Portfolio of Interventions for Avian Park			
Need	**Intervention/project proposed**	**Value estimate (Rand)**	**Year of implementation**
Safe path for pedestrians and cyclists between Boland College and Worcester Prison	Joint project between Cape Winelands District Municipality (funding) and provincial Department of Transport and Public Works (construction)	1000000	2016/17
Pavements are insufficient for safe pedestrian movement	Walkways along pedestrian desire lines of approximately 1000m	1500000	2016/17/18
Areas around standpipes are muddy and messy	Upgrading of four standpipes in Rolihlahla	80000	2015/16
Improved lighting at Loerie Street community project	Install floodlight	10000	2016/17
Traffic calming measures required to improve pedestrian safety	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	110000	2016/17
Play parks for children required	Play park with roll-on lawn, irrigation, fencing and jungle gym next to tar-surfaced netball court behind new library	500000	2016/17
Grassed play area for children in Pigeon Street	Roll-on lawn and irrigation at Corner of	95000	2016/17

	Malmok and Pigeon Street		
Grassed sports pitch required for rugby and soccer	Roll-on lawn and irrigation at area currently used for soccer with changing facility	1500000	2016/17
Sports facilities are required in Avian park	Tar-surfaced multipurpose netball courts in Mossie Street and behind new library	530000	2015/16/17

TABLE 65A: RSEP PROGRAMMES

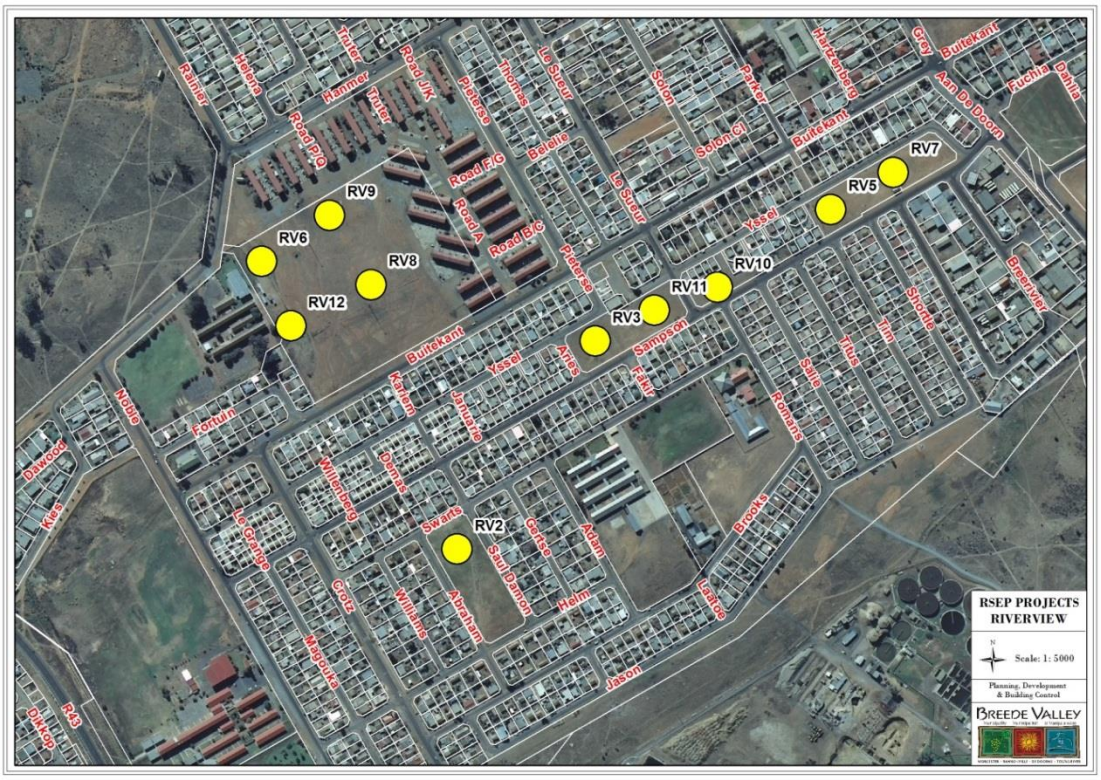


Portfolio of Interventions for Riverview			
Need	**Intervention/project proposed**	**Value estimate (Rand)**	**Year of implementation**
Pavements required for safe pedestrian movement between Riverview and Parkersdam	Walkways along pedestrian desire lines of approximately 1000m	1500000	2016/17/18

Complete footpath at Riverview flats	At least part of it can be included in the above project		2016/17/18
Lighting of dark areas Jason en Shortle Strate	Feasibility of flood lights to illuminate the dark area is being investigated	30000	2016/17
Speed bumps required in Buitenkant Street as well as Pieterse Street	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	110000	2017/18
A development framework for the large open space at the Riverview flats is required	A plan was drawn up and presented to the community to guide the development of the large open space and the facilities were placed to correspond to existing locations and to make optimal use of existing lighting. Trees will have to be placed in conjunction with SAPS to prevent them from becoming hideouts for criminals. The various components in the plan will be implemented by means of individual projects to make them more manageable. Said projects are described below (refer to attached Rivierview Flats Recreational Framework)		
There is a need for a community facility in Riverview	A fully fledged multipurpose hall is beyond the reach of the RSEP budget so a concept was developed and presented to the community for a community facility	300000	2015/16

	using modified shipping containers, a concrete slab, brick wall infills and a corrugated iron roof.		
Grassed sports pitch required for rugby and soccer	Roll-on lawn and irrigation at area currently used for soccer with changing facility	1500000	2016/17
Sports facilities required at Riverview flats	Tar-surfaced multipurpose netball court to be constructed next to grassed rugby/soccer pitch and existing vlakkie cricket field	280000	2016/17
Play area for smaller children required at Riverview flats	Grassed play area with play equipment to be developed at site where defunct play equipment is next to Victoria Park Primary. Existing fencing to be upgraded and landscaping and footpaths on large open area between Victoria Park Primary and Riverview flats also to be provided	500000	2016/17/18

TABLE 66B: RSEP PROGRAMMES

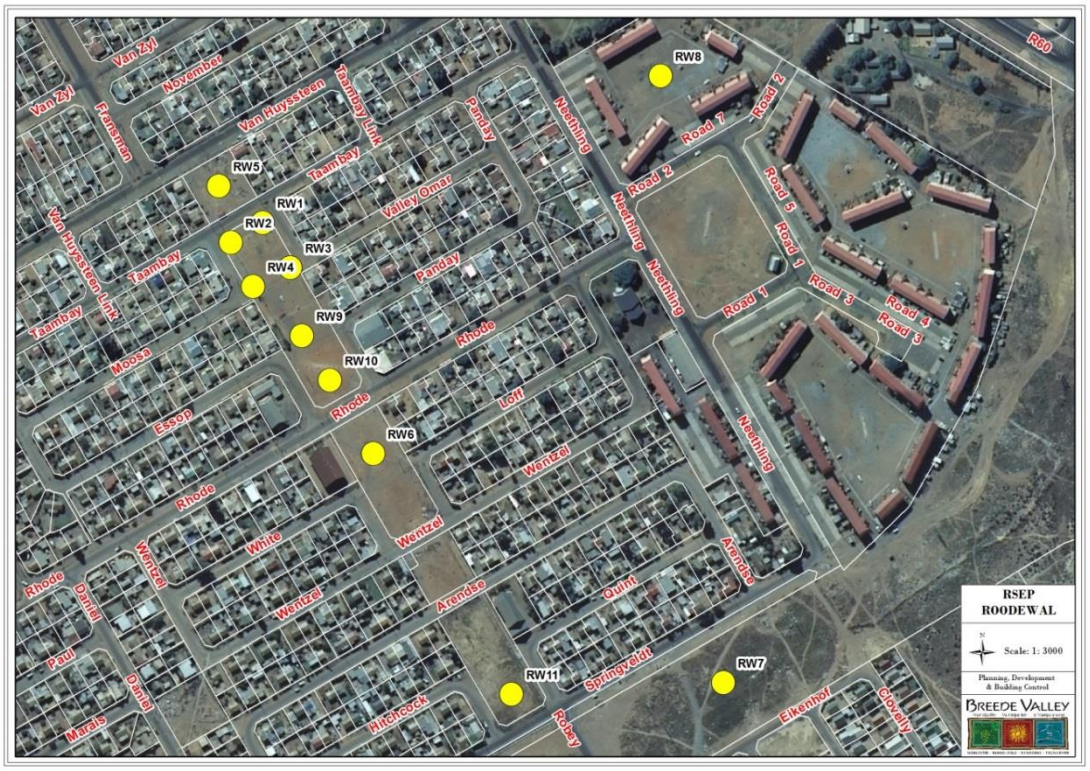


Portfolio of Interventions for Roodewal			
Need	**Intervention/project proposed**	**Value estimate (Rand)**	**Year of implementation**
Pavements required for safe pedestrian movement in Roodewal	Walkways along pedestrian desire lines of approximately 1000m	1500000	2016/17/18
Speedhumps are required in particularly Van Zyl Avenue because taxis speed there and drive around existing speedhumps on the sidewalk so bollards are required to prevent them from doing so	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	110000	2017/18
A development framework for the open corridor between Van Huyssteen and Springveldt Streets and the Eskom at the Riverview flats is required	A plan was drawn up and presented to the community to guide the development of the open spaces and the facilities were placed to correspond to existing		

	locations where applicable. The various components in the plan will be implemented by means of individual projects to make them more manageable. Said projects are described below (refer to attached RSEP Proposal Roodewal)		
Sports facilities are needed in Roodewal	Tar-surfaced multipurpose netball court to be constructed next to the new park in Taambay Street	250000	2015/16
	BMX track to be constructed between Rhode and Wentzel Streets and training assistance provided	150000	2015/16
There is a need for a community facility in Roodewal	A fully fledged multipurpose hall is beyond the reach of the RSEP budget so a concept was developed and presented to the community for a community facility using modified shipping containers, a concrete slab, brick wall infills and a corrugated iron roof.	300000	2015/16
There is a need for safe play areas for children in Roodewal	Roll-on lawn and irrigation can be provided and trees planted to create a new play park/enhance an existing one	500000	2016/17/18

Grassed sports pitch required for rugby and soccer	Roll-on lawn and irrigation at area currently used for soccer with changing facility	1500000	2016/17

TABLE 67C: RSEP PROGRAMMES



Portfolio of Interventions for Zwelethemba			
Need	**Intervention/project proposed**	**Value estimate (Rand)**	**Year of implementation**
Speedhump in Siwangaza Street to control speed and other traffic calming measures	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	100000	2017/18
Rehabilitate old pig farming area	Develop a play park ad possible community garden	200000	2016/17

Safe play area for children (off streets)	Multi-purpose tar surfaced sports court to be developed between Thusa and Theoa streets	280000	2016/17
Assitence for ECD	Expand toy library at Zwelethemba library and add apparatus for large motor skills outside. Install electrical fencing to prevent theft	35000	2016/17
Areas around standpipes are muddy and messy	Upgrading of three more standpipes in New Mandela	60000	2015/16
Dire need for a creche in ward 16	Turnkey ECD facility in shipping container	250000	2016/17
Lack of shopping opportunities in Zwelethemba and poor condition of pavement	Shared Economic Infrastructure Facility for informal traders and landscaping of pedestrian corridor	3200000	2016/17/18

TABLE 68D: RSEP PROGRAMMES



CHAPTER 7

CHAPTER 7

7.1 Introduction

Breede Valley Municipality is situated in the Western Cape Province, 120 km northeast of Cape Town. Included in the boundaries are the towns of Worcester, De Doorns, Rawsonville, Touws River and surrounding rural areas. It covers 3 833 km^2 and is home to approximately 166 825 people.

The regional economy is dominated by agriculture and features a growing manufacturing industry linked to grape farming. Breede Valley is one of the largest wine-producing areas in the country, with some grapes and wines destined for international markets. Other agricultural activities include the cultivation of citrus fruit and dried fruit. Olive farming is becoming more popular, diversifying the region's agricultural base.

Municipal resources or budgets are sensitive to economic cycles due to the nature of their own revenue sources, primarily property taxes and service charges for electricity, water, refuse and sewerage.

The following diagram indicates the investment map for the BVM in 2014/2015. This constitutes a total investment portfolio of R178 575 million for the upgrade of roads, human settlements and health infrastructure by national and provincial departments. This investment will enable BVM to accelerate its growth trajectory by luring businesses to the area as a result of improved infrastructure.

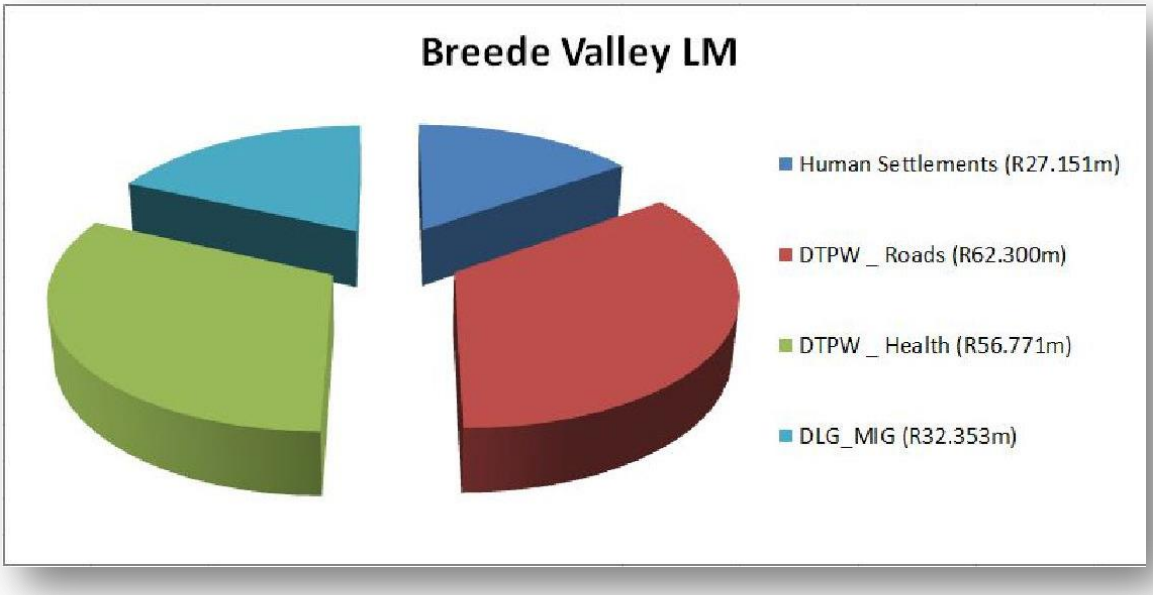


FIGURE 21: BREEDE VALLEY LM

7.2 Legislative framework

- Constitution: Section 152 (Objects of local government) (IMPORTANT, Section 152(2) "*A municipality must strive within its financial and administrative capacity to achieve its objects";*
- Structures Act 117 of 1998;
- Systems Act 32 of 2000;
- Municipal Finance Management Act 56 of 2003;
- Municipal Property Rates Act 6 of 2004;
- Municipal Fiscal Powers and Functions Act 12 of 2007;
- Public Audit Act, 2004;
- National Treasury MFMA circulars and guidelines; and
- Accounting Standards.

7.3 Financial strategy

The overall strategy of the Breede Valley regarding its finances is to stay financially sound and healthy in a sustainable manner. The Breede Valley Municipality conducts and plans its business on the basis of a going concern. The municipality's strategic intention is to broaden its tax base through proper economic development. The municipality also aspires to align its resources in the most effective, efficient and economical way in order to enhance basic service delivery.

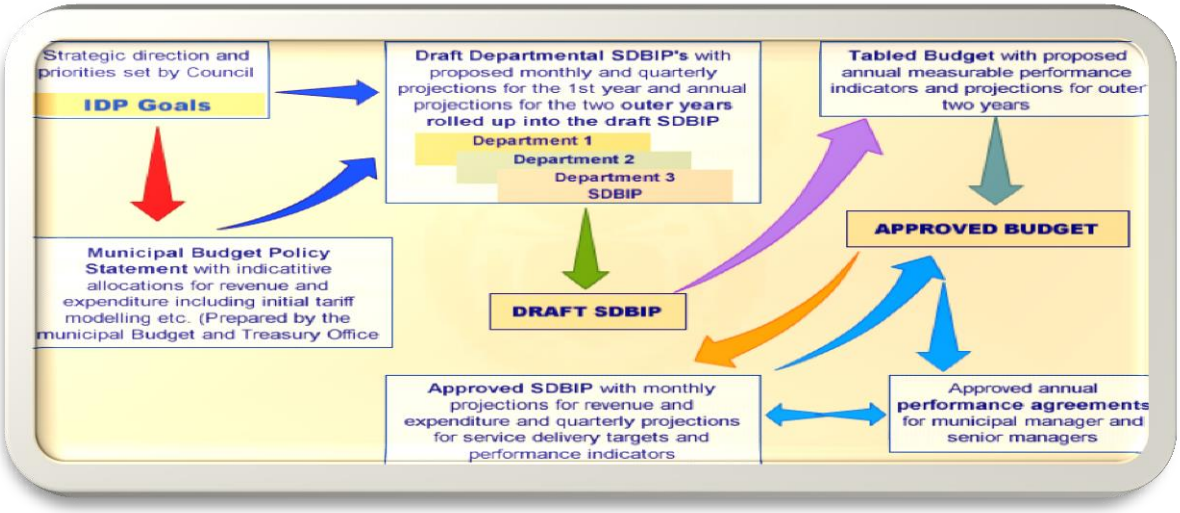

Strategic direction and priorities set by Council
IDP Goals
Draft Departmental SDBIP's with proposed monthly and quarterly projections for the 1st year and annual projections for the two outer years rolled up into the draft SDBIP
Department 1
Department 2
Department 3
SDBIP
Tabled Budget with proposed annual measurable performance indicators and projections for outer two years
APPROVED BUDGET
Municipal Budget Policy Statement with indicatitive allocations for revenue and expenditure including initial tariff modelling etc. (Prepared by the municipal Budget and Treasury Office
DRAFT SDBIP
Approved SDBIP with monthly projections for revenue and expenditure and quarterly projections for service delivery targets and performance indicators
Approved annual performance agreements for municipal manager and senior managers

FIGURE 22: FINANCIAL PERSPECTIVE

Through the aforementioned strategic intentions, the Breede Valley intends to accomplish the following budget/ resource criteria:

- **Credible budget:**
  - Activities consistent with the IDP and vice versa, ensuring that the IDP is realistically achievable given the financial constraints of the municipality
  - Financial viability of municipality not jeopardised – ensure that the financial position is maintained/ improved within generally accepted prudential limits and that short-term and long-term obligations can be met
  - Capacity to spend the budget – institutional capacity (staff; infrastructure; institutional functioning; PMS operational/ PDO/ KPIs) and budget assumptions applied

- **Sustainable budget:**
  - Financial sustainability/overall financial health of municipality and to what extent is it sustained?
  - Revenue budgeted realistic / realisable? (Both Operating and Capital)
  - The intention of this is to determine whether the municipality has sufficient revenue and adequate financial stability to fund and deliver on its proposed budget.

- **Responsive budget:**
  - To the needs of the community / public
  - Alignment of IDP – LED Strategies – Budget, and to what extent does it give effect to provincial and national priorities?
  - Is the budget appropriately responsive to economic growth objectives and the socio- economic needs of the community
  - Process followed to identify strategic priorities/priority interventions in the IDP

- **Affordability / tariffs:**
  - Tariffs must not be increased unreasonably, and consumers must be able to afford to pay. There should be a balance between affordability and level of service.

- **Funding of budget:**

  Budget to include cash flow budget to ensure that expenses are funded from realistically anticipated revenue or cash backed accumulated funds from previous years surpluses not committed for other purposes, or borrowed funds, but only for the capital budget.
  - Budget Summary
  - Five-Year Financial Plan
  - Five-Year Capital Investment Programme

The micro-organisational structure for the directorate finance focuses its resources on accomplishing the strategic objective; *to assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices*, reflected as below:

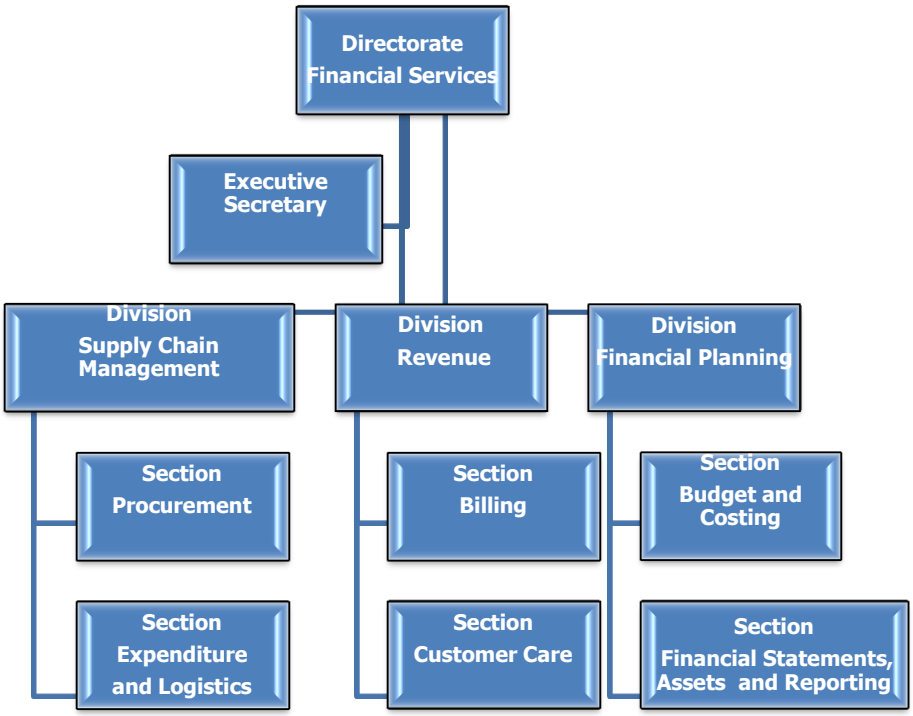


FIGURE 23: MICRO ORGANISATIONAL STRUCTURE FOR THE DIRECTORATE FINANCE

Important factors investors consider on options to relocate to a different area are the ability of the municipality to demonstrate adequate provision of services, financial discipline, affordable tariffs, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports.

7.4 Rating information

The Breede Valley Municipality's baseline credit assessment reflects a rating of Baa1.za/P-2za that is strongly influenced by South Africa's sovereign rating. The rating of Breede Valley as done by Moody's reflects the following credit strengths and challenges:

7.4.1 Credit strengths

- Good liquidity position; and
- Strong administrative capacity to maintain high revenue collection levels.

7.4.2 Credit challenges

- High debt exposure;
- Financing requirements for its large capital expenditure budget; and

- Narrow and concentrated economic base.

7.5 Accountability framework

The financial management and oversight processes of the Breede Valley are subjected to the following Accountability Framework prescribed by National Treasury:

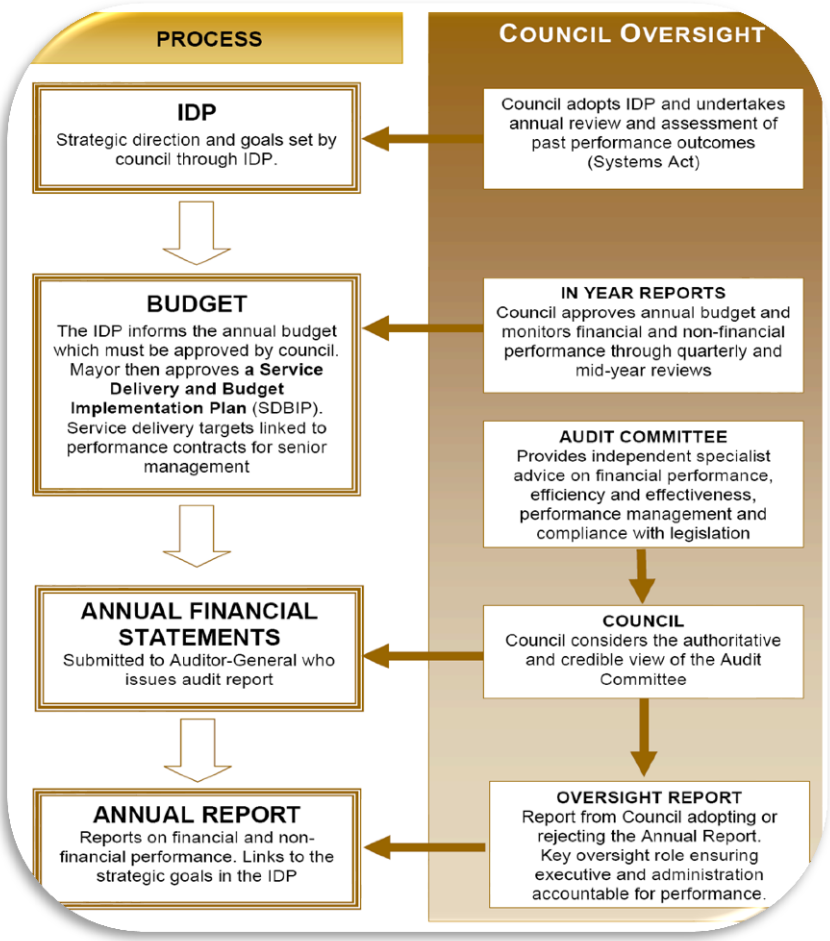

PROCESS
COUNCIL OVERSIGHT
IDP
Strategic direction and goals set by council through IDP.
Council adopts IDP and undertakes annual review and assessment of past performance outcomes (Systems Act)
BUDGET
The IDP informs the annual budget which must be approved by council. Mayor then approves a Service Delivery and Budget Implementation Plan (SDBIP). Service delivery targets linked to performance contracts for senior management
IN YEAR REPORTS
Council approves annual budget and monitors financial and non-financial performance through quarterly and mid-year reviews
AUDIT COMMITTEE
Provides independent specialist advice on financial performance, efficiency and effectiveness, performance management and compliance with legislation
ANNUAL FINANCIAL STATEMENTS
Submitted to Auditor-General who issues audit report
COUNCIL
Council considers the authoritative and credible view of the Audit Committee
ANNUAL REPORT
Reports on financial and non-financial performance. Links to the strategic goals in the IDP
OVERSIGHT REPORT
Report from Council adopting or rejecting the Annual Report. Key oversight role ensuring executive and administration accountable for performance.

FIGURE 24: ACCOUNTABILITY FRAMEWORK

7.6 Strategic financial planning

The Breede Valley Municipality fully subscribes to a process of proper planning and strategy of resources that should be fully considered in the context of effectiveness, efficiency and economy**.**

The funding and reserves framework of the Breede Valley is aimed at –

- Ensuring that the municipality has sufficient and cost-effective cash funding;
- Ensuring that provisions and reserves are maintained at the required level to avoid future year unfunded liabilities;
- Ensuring the achievement of the municipal objectives through the implementation of its operating and capital budgets.

The main purpose of the framework as aligned with the financial management strategy is as follows:

- This policy sets outs the assumptions and methodology for estimating the following:-
  - Projected billings, collections and all direct revenues;
  - The provision for revenue that will not be collected based on past trends and payment rates;
  - The funds the municipality can expect to receive from investments;
  - The proceeds the municipality can expect to receive from the transfer or disposal of assets;
  - The municipality's borrowing requirements; and
  - The funds to be set aside in reserves.

7.7 Budget

An annual budget may only be funded from –

- Realistically anticipated revenues to be collected;
- Cash backed accumulated funds from previous years' surpluses and reserves not committed for any other purpose;
- Borrowed funds but only for purposes of the capital budget; and
- Grant funding gazetted.

The Breede Valley Municipality, through the budget steering committee, set the following priorities as important within its framework of service delivery, bearing in mind the limited resources:

- Budget should focus on essential services
- All attempts should be to implement MFMA budget circulars
- Limit tariff increases
- Focus on cost cutting and reprioritisation of funding
- Do more with less
- Focus and stay within National Treasury and Provincial Treasury norms as far possible
- Consult with all stakeholders
- Prioritise expenditure in accordance with strategic objectives and IDP needs
- Limit debt exposure
- Explain the type of services that BVM (community) will receive
- LED important

It is indeed clear that the Budget Steering Committee priorities are aligned with the long-term financial intentions and strategic objectives of the Breede Valley.

Breede Valley Municipality's total budget for the Medium-term Expenditure Framework will be as follows:

TOTAL CAPITAL AND OPERATING BUDGETS								
	Adjusted Budget 2014/2015	%	Final Budget 2015/2016	%	Final Budget 2016/2017	%	Final Budget 2017/2018	%
Capital Budget	**97,646,145**	**11%**	**151,930,285**	**16%**	**86,094,020**	**9%**	**64,057,100**	**6%**
Operating Budget	**791,533,790**	**89%**	**826,769,268**	**84%**	**893,323,964**	**91%**	**980,295,886**	**94%**
Total Budget	**889,179,935**	**100%**	**978,699,553**	**100%**	**979,417,984**	**100%**	**1,044,352,986**	**100%**

TABLE 69: MEDIUM-TERM EXPENDITURE FRAMEWORK

7.7.1 Capital budget

Spending on a capital project may only occur if –

- The money for the project, excluding the cost of feasibility studies, has been appropriated in the budget;
- The project, including the total cost, has been approved by Council;
- The sources of funding have been considered, are available and not committed for other purposes;
- Council has considered –
    - The projected cost covering all financial years until the project is operational; and
    - The future operational costs and revenue on the project, including municipal tax and tariff implications
- The capital budget provides funding for the municipality's capital programme based on the needs and objectives as identified by the community through the Integrated Development Plan and provides for the eradication of infrastructural backlogs, renewal and upgrading of existing infrastructure, new developments and enlargement of bulk infrastructure.
- Provisions on the capital budget will be limited to availability of sources of funding and affordability. The main sources of funding for capital expenditure are –
    - Cash backed accumulated surpluses;
    - Borrowings;
    - Government grants and subsidies;
    - Public donations and contributions; and
    - Operating revenue.
- The following guiding principles apply when considering sources of funding for the capital budget –
- Government grants and subsidies –
    - Only gazette allocations or transfers as reflected in the Division of Revenue Act or allocations as per Provincial Gazettes may be used to fund projects;
    - The conditions of the specific grant must be taken into consideration when allocated to a specific project; and
    - Government grants and subsidies allocated to specific capital projects are provided for on the relevant department's operating budget to the extent that the conditions will be met during the financial year.
- In the case of public contributions, donations and/or other grants, such capital projects may only be included in the annual budget if the funding is guaranteed by means of –
    - A signed service level agreement;
    - A contract or written confirmation; and/or
    - Any other legally binding document.

- Public donations, contributions and other grants are provided for on the relevant department's operating budget to the extent that the conditions will be met during the financial year.
- The borrowing requirements are used as a basis to determine the affordability of external loans over the Medium-term Revenue and Expenditure Framework. The ratios to be considered to take up new borrowings include:-
    - Long-term credit rating of at least BBB;
    - Interest cost to total expenditure not to exceed 9%;
    - Long-term debt to revenue (excluding grants) not to exceed 50%;
    - Payment rate of above 95%;
    - Percentage of capital charges to operating expenditure less than 15%.
- Allocations to capital projects from Cash Backed Accumulated Surpluses (subject to the provisions of paragraph 9 below) will be based on the available funding for each ring-fenced reserve according to the conditions of each reserve as follows:-
    - Capital projects of a smaller nature such as office equipment, furniture, plant and equipment, etc. must be funded from own generated revenue from the operating budget for that specific year;
    - Infrastructure projects to service new developments and the revenue received through the sale of erven must be allocated to the Capital Reserve for Services;
    - Capital projects to replace and/or upgrade existing assets will be allocated to the Capital Replacement Reserve; and
    - Capital projects to upgrade bulk services will be allocated to the Capital Bulk Contributions Reserve for each service.
- In accordance with Section 19 of the MFMA, the municipality may spend money on a capital project only if –
    - The money for the project has been budgeted (excluding feasibility study costs)
    - The project, including the total cost, has been approved by Council
    - Compliance with Section 33 (contracts with future budgetary implications) to the extent that the section may be applicable to the project.
    - The sources of funding have been considered, are available and have not been committed for other purposes.
- Before approving a capital project the Council must consider:-
    - The projected cost covering all financial years until the project is operational;
    - The future operational costs and revenue on the project, including municipal tax and tariff implications.
- All capital projects have an effect on future operating budgets. The following cost factors must therefore be considered before approval:-
    - Additional personnel cost to staff new facilities once operational;

- Additional contracted services, such as security, cleaning etc.
- Additional general expenditure, such as service costs, stationery, telephones, material, etc.
- Additional other capital requirements to operate the facility, such as vehicles, plant and equipment, furniture and office equipment, etc.
- Additional costs to maintain the assets;
- Additional interest and redemption in the case of borrowings;
- Additional depreciation charges;
- Additional revenue generation. The impact of expenditure items must be offset by additional revenue generated to determine the real impact on tariffs.

RESERVES

- To ensure that funding is readily available for future development and the timeous replacement of infrastructure required for service delivery, it will be prudent for the municipality to create dedicated reserves that are cash backed at all times.
- All reserves are "ring-fenced" as internal reserves within the accumulated surplus, except for provisions as allowed by the General Recognised Accounting Practices (GRAP).
- The following ring-fenced reserves should be established and cash-backed over a period of time:-
  - Capital Reserve for New Developments

    This reserve will be used to fund capital expenditure to service new developments. Each development is ring-fenced within this reserve. The valuer determines the price for the erven to be sold and the revenue generated through the sale of erven is then allocated to the specific development. This reserve must be cash-backed at all times to ensure the availability of cash to fund the capital expenditure required to service the erven.
  - Capital Replacement Reserve

    Funding for capital budgets of future financial years are generated through contributions from the operating budget. Once the municipality has reached its maximum gearing ability, no further borrowings can be taken up. This necessitates that the municipality also invests in a capital replacement reserve. However, it must be cash-backed. This reserve, once fully established. will enable the municipality to provide internal funding for its capital replacement and renewal programme.

    Other contributions to the capital replacement reserve through the operating budget may include interest received on investments.

BULK CAPITAL CONTRIBUTION RESERVES

This reserve is intended to supplement capital expenditure for the necessary expansions and upgrading of bulk infrastructure due to new developments. Revenue generated through bulk services contributions are allocated to this reserve for each applicable service. This reserve must also be cash-backed at all times.

7.7.2 Operating budget

- The operating budget provides funding to departments for their medium-term expenditure, as planned. The municipality categorises services rendered to the community according to its revenue generating capabilities as follows –
  - Trading services (services that generate predetermined surpluses that can be used to fund other services rendered by the municipality);
  - Economic services (services that should at least break even, but do not necessarily generate any surpluses to fund other services rendered by the municipality);
  - Rates and general (services that are funded by property rates, government grants or surpluses generated by the trading services).
- In accordance with Section 18 of the MFMA, the operating budget can only be funded from realistically anticipated revenue. Amounts for the provision of Bad Debt and Depreciation, although non-cash items are not to be used to "balance" operating shortfalls.
- The operating budget is funded from the following main sources of revenue –
  - Property rates;
  - Service charges;
  - Government grants and subsidies;
  - Other sundry revenue, such as fines, interest received etc. and
  - Cash-backed accumulated surpluses from previous years not committed for any other purposes.
- The following guiding principles apply when compiling the operating budget –
  - The annual budget must be cash-backed. This implicates that apart from expenditure being budgeted, it must always be cash-funded (provision for bad debt must therefore be equal to actual payment levels);
  - Growth parameters must be realistic, taking into account the current economic conditions;
  - Tariff adjustments must be realistic, taking into consideration affordability, bulk increases and future projected growth according to the approved Integrated Development Plan (IDP);
  - Revenue from government grants and subsidies must be in line with allocations gazetted in the Division of Revenue Act and Provincial Gazettes;
- Revenue from public contributions, donations or any other grants may only be included in the budget if there is acceptable documentation that guarantees the funds such as –
  - A signed service level agreement;
  - A contract or written confirmation; or
  - Any other legally binding document.
- Property rates are levied according to the Municipal Property Rates Act and Property Rates Policy based on the market values. The budget is compiled using the latest approved Valuation Roll and any Supplementary Roll, consistent with current and past trends. Property rates tariffs and rebates are determined annually as part of the tariff setting process;
- Property rates rebates, exemptions and reductions are budgeted either as revenue foregone or as a grant as per MFMA Budget Circular 51 depending on the conditions thereof;
- Projected revenue from service charges must be realistic based on current and past trends with expected growth considering the current economic conditions. The following factors must be considered for each service:

- Metered services comprising of electricity and water:-
  - the consumption trends for the previous financial years;
  - envisaged water restrictions or load shedding when applicable; and
  - actual revenue collected in previous financial years.
- Refuse removal services:-
  - the actual number of erven receiving the service per category; and
  - actual revenue collected in previous financial years.
- Sewerage services:-
  - the actual number of erven receiving the service per category and the consumption trends per category; and
  - actual revenue collected in previous financial years.
- Rebates, exemptions or reductions for service charges are budgeted either as revenue foregone or as a grant as per MFMA Budget Circular 51, depending on the conditions thereof;
- Other projected revenue is charged in terms of the approved sundry tariffs and fines considering the past trends and expected growth for each category.
- Provision for revenue that will not be collected is made against the expenditure item working capital/debt impairment and is based on actual collection levels for the previous financial year and the latest projected annual non-payment rate.
- Transfers from the accumulated surplus to fund only capital expenditure will only be allowed for specific once-off projects and with no recurring operating expenditure resulting thereof.
- Interest received from actual long-term and/or short-term investments are based on the amount reasonably expected to be earned on cash amounts available during the year according to the expected interest rate trends.
- Depreciation charges are fully budgeted for according to the asset register and to limit the impact of the implementation of GRAP 17, a transfer is made from the accumulated surplus. However, this is limited to the deemed fair value of assets previously funded from grants and donations. In addition the annual cash flow requirement for the repayment of borrowings must be fully taken into consideration with the setting of tariffs.
- A detailed salary budget is compiled on an annual basis. All funded positions are budgeted for in total and new and/or funded vacant positions are budgeted for nine (9) months only of the total package considering the time for the recruitment process. As a guiding principle the salary budget should not constitute more than 35% of annual operating expenditure.
- To ensure the health of the municipal asset base, sufficient provision must be made for the maintenance of existing and infrastructure assets based on affordable levels as maintenance budgets are normally lower than the recommended levels. As a guiding principle, repair and maintenance should constitute at least between 5% and 10% of total operating expenditure and should annually be increased incrementally until the required targets are achieved.

- Individual expenditure line items are to be revised each year when compiling the budget to ensure proper control over operating expenditure. Increases for these line items must be linked to the average inflation rate and macro-economic indicators unless a signed agreement or contract stipulates otherwise.

PROVISIONS

- A provision is recognised when the municipality has a present obligation as a result of a past event and it is probable, more likely than not, that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.
- Provisions are revised annually and those estimates to be settled within the next twelve (12) months are treated as current liabilities.
- The municipality should have the following provisions:-
  - Leave Provision

    Liabilities for annual leave are recognised as they accrue to employees. An annual provision is made from the operating budget to the leave provision. Due to the fact that not all leave balances are to be redeemed for cash at once, only 20% of the leave provision is cash-backed.
  - Landfill Rehabilitation Provision

    The landfill site rehabilitation provision is created for the current operational site at the future estimated time of closure. The value of the provision is based on the expected future cost to rehabilitate the landfill site. This provision must be cash-backed to ensure availability of cash for rehabilitation on closure.
  - Long-service Awards

    Municipal employees are awarded leave days according to years in service at year end. Due to the fact that not all long-service leave balances are redeemed for cash at once, only 20% of the long-service leave provision is cash-backed.
  - Post-Employment Medical Care Benefits

    The municipality provides post-retirement medical care benefits by subsidising the medical aid contributions to retired employees and their legitimate spouses. The entitlement to post-retirement medical benefits is based on employees remaining in service up to retirement age and the completion of a minimum service period. The expected cost of these benefits is accrued over a period of employment. This provision must be cash-backed to ensure the availability of cash for the payment of medical aid payments.

OTHER ITEMS TO BE CASH-BACKED

- Donations, Public Contributions, Unspent Conditional Grants

Revenue received from conditional grants, donations and funding is recognised as revenue to the extent that the municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. Unspent amounts in relation to donations, public contributions and unspent grant funding are therefore retained in cash and are not available to fund any other items on the operating or capital budget other than that for which it was intended for.

- Consumer Deposits

Consumer deposits are partial security for a future payment of an account. Deposits are considered a liability as the deposit is utilised on the account once the service is terminated. Therefore the funds are owed to consumers and can therefore not be utilised to fund the operating or capital budget. Consumer deposits should be retained in cash. Due to the fact that it is not likely that all of the consumer deposits will be redeemed at once, only 50% is cash-backed.

- Operational financing

Breede Valley's policy is to fund operating expenses from normal revenue streams with short-term borrowing being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings.

- Working Capital

It is Breede Valley's intention to create sufficient cash reserves by way of good financial management including the setting aside of adequate provisions for working capital.

7.8 Revenue management strategies

The Breede Valley Municipality has the following revenue enhancement and improvement strategies in mind:

- Improvement in the payment ratio of the area that can be found in the credit control and debt collection policy. This policy highlights the procedures to be followed in the collection of all money owed to the municipality;
- To ensure through Local Economic Development employment opportunities, this will enable families to start paying for services and also to broaden the tax base;
- To create a climate for investment in the area which will in turn also generate employment opportunities;
- To ensure that the information in respect of families that qualify in terms of the indigent policy, are correct so as to qualify for an increased amount from national government;
- To introduce a system through which services payment by employed people is guaranteed by having such payments deducted by their employers before salaries are paid out;

- The installation of prepaid meters is essential in securing future payment for services by residents;
- To enlarge the revenue base of the municipality, by ensuring that all properties are correctly zoned. (the property rates tariffs are based on the zoning); and
- To enlarge the revenue base of the municipality, by negotiating with Eskom to take over the electricity supply in areas currently under Eskom's control. This will also improve the credit control capabilities of the municipality.

7.9 Expenditure management strategies

The Breede Valley Municipality has the following expenditure management strategies in mind:

- To reduce expenditure on non-core functions, by considering more economical, effective and efficient ways of resource management even to the extent of considering Public Private Partnerships;
- To adopt the principles subscribed by National and Provincial Treasury regarding the cost containment items;
- To limit operating and capital expenditure to essential items through a proper process of prioritisation and reprioritisation;
- To investigate and limit water and electricity losses in order to either illuminate or decrease the losses to the utmost minimum;
- To limit employee related expenditure and improve the effective usage of the human resource capacity by introducing a fingerprint time and attendance system;
- To introduce a fleet management system to reduce fuel and other operating vehicle related costs and ensure the effective use of available fleet for cost benefit purposes;
- To reduce interest and redemption expenditure, by exploring alternative ways (possible grant funding), to pay off the long-term liabilities regarding infrastructure;
- To conduct cost benefit analysis to explore cost effective avenues; and
- To ensure maximum value for money.

7.10 Debt management

- Debt is managed in terms of the Council's Credit Control and Debt Collection Policy.
- The provision for revenue that will not be collected is adequately budgeted as an expense (bad debt provision) and must be based on the projected annual non-payment for services.

7.11 Cash management

- The availability of cash is one of the most important requirements for financial sustainability and must be closely monitored to ensure a minimum cash days on hand of ninety (90) days for daily operations.
- Changes in the municipal environment that may have an impact on the municipal cash position include:-
    - Changes in revenue levels as a result of changes in consumption patterns (water restrictions, load shedding, etc.);
    - Reduced growth as a result of economic conditions;
    - Increase in non-payment rate due to economic conditions or political reasons;
    - Implementation of electricity industry pricing policy (inclining block tariffs and time of use tariffs); and
- Surplus cash not immediately required for operation purposes is invested in terms of the Council's Investment Policy so as to maximise the returns on the investments.

7.12 Internal control framework

The main focus of the finance directorate is to ensure that the Breede Valley accomplishes clean audit outcomes that mean that we need to do the following:

- That the financial statements are free from material misstatements
- There are no material findings on the annual performance report
- There are no material findings with regards to laws and regulations, such as the MFMA (Municipal Finance Management Act), Municipal Systems Act, Municipal Structures Act, etc.

The outcome of the municipality's audit performance for the past years reflects the following:

BVM AUDIT OUTCOME STATUS FOR THE PAST FIVE FINANCIAL YEARS				
2013-14	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Clean Audit	**Clean Audit**	**Unqualified** with Findings **Number: 8**	**Unqualified** with Findings **Number: 10**	**Unqualified** with Findings **Number: 15**

TABLE 70: AUDIT OUTCOME STATUS

Breede Valley Municipality Implemented the MGRO (Municipal Governance Review and Outlook) process initiated by Provincial Treasury with the main focus to work towards a clean audit process that was accomplished in the 2012/ 13 and 2013/14 financial year.

MGRO and the approach towards it are contextualised in the already institutionalised processes that have outcomes in mind, such as:

- Maintain a clean audit in 2015
- Improvement on FGRO (Financial Governance Review and Outlook) outcome to a minimum level 3 assessment;
- A 360˚ approach to improve Financial Management and Internal Control/ Governance

7.13 Breede Valley Municipality investment plan

The Breede Valley Municipality has a long-term financial plan or a cash and investment plan. The municipality will ensure that the available cash in the bank account are invested in such a way that maximum interest is received without putting the municipality at risk to fulfil its obligated liabilities. The municipality will focus its attention over the next three years on the following five critical financial issues:

- Revenue management
- Collection of outstanding debt
- Cost effectiveness
- Accelerate on repairs and maintenance
- Reduce spending on non-priorities

7.14 Financial information

- **Revenue:** Breede Valley's main source of income is electricity revenue (45% of Total Operating Revenue). The graph below gives a breakdown of revenue sources:

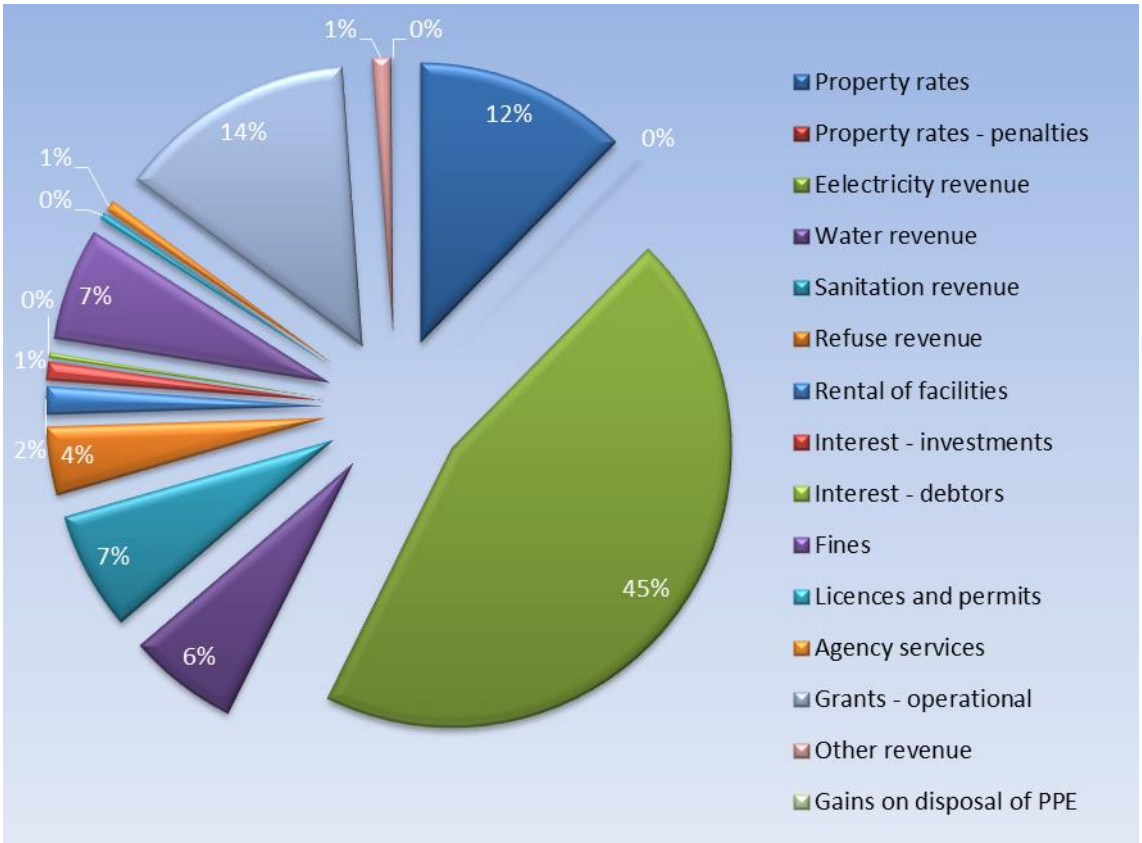


FIGURE 25: REVENUE BY SOURCE 2015/2016

The municipality has 12 pay points in total in the four major towns of the municipal area, of which six are in Worcester and Touws River, De Doorns and Rawsonville each have two pay points. In total the municipality has 16 493 water meters and 23 707 electricity meters distributed within is municipal service area as indicated in the map.

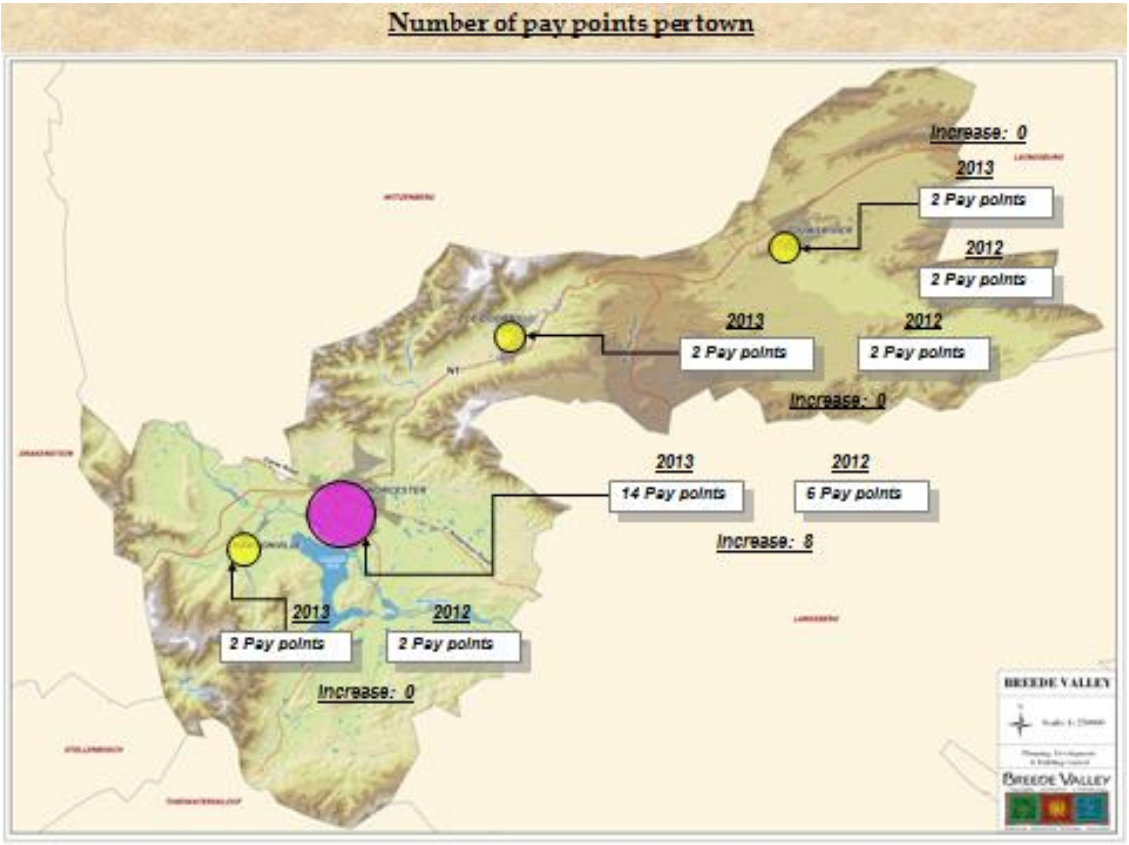


FIGURE 26: MUNICIPAL PAY POINTS

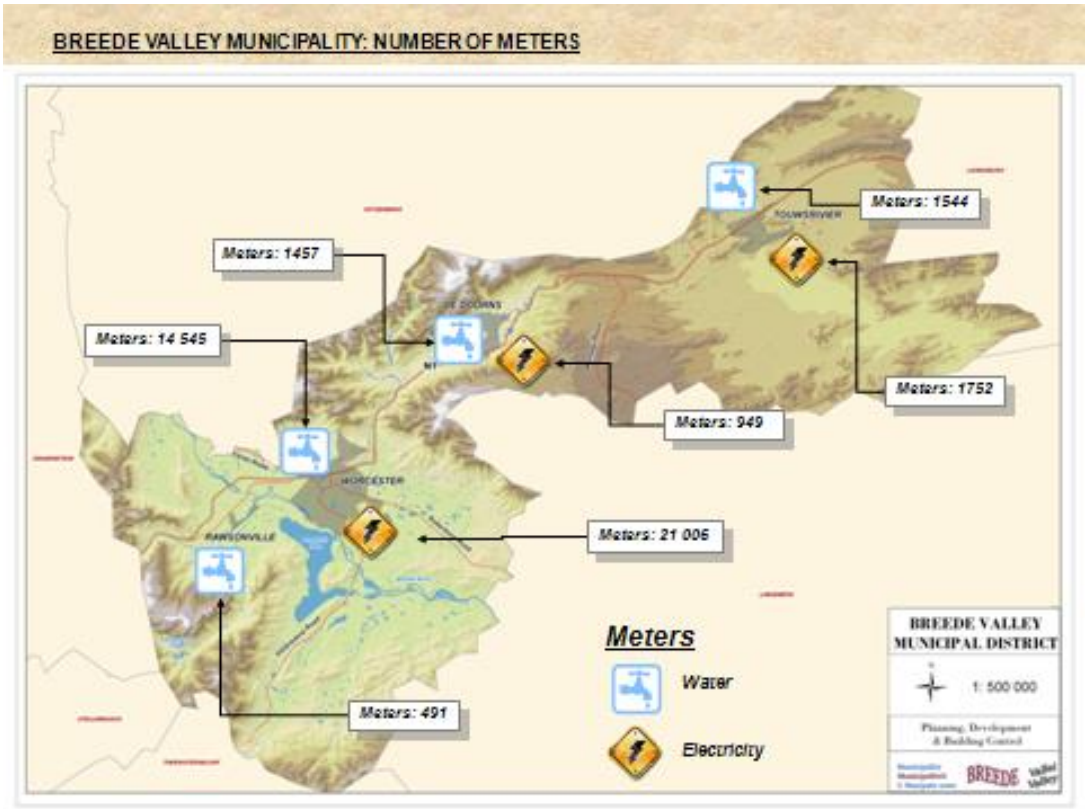


FIGURE 27: WATER AND ELECTRICITY METERS

- **Expenditure:** BVM will spend 31% of the budget on bulk purchases and 30% on employee related costs. The graph below gives a breakdown of expenditure:

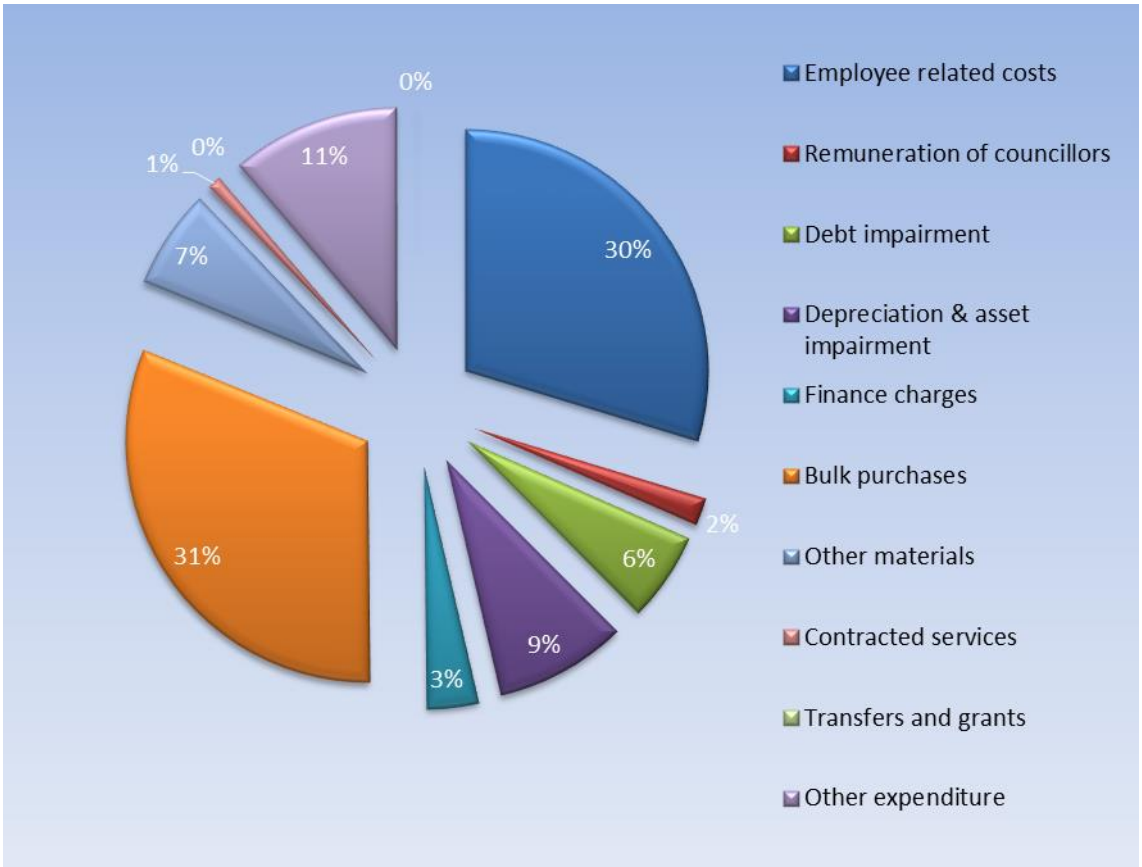


FIGURE 28: EXPENDITURE BY TYPE 2015/2016

- Capital Expenditure: Breede Valley has R151,930 million available for capital projects in the 2015/2016 budget. Capital transfers from national and provincial government amounts to R65,355 million, R26,575 million are internally generated funds and new borrowings amount to R60 million.

- The table below gives a breakdown of funding sources and expenditure by service:

Description	2013/14	Current Year 2014/15	2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Adjusted Budget	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital Expenditure - Standard					
Executive and Council	93	396	300	–	–
Budget and Treasury Office	901	771	700	800	800
Corporate Services	8 353	5 228	16 206	1 400	–
Community and Social Services	10 136	4 990	5 427	3 030	–
Sport and Recreation	1 550	2 923	6 783	1 463	7 400
Public Safety	9 203	380	6 762	5 281	8 315
Housing	–	–	135	–	–
Health	–	–	–	–	–
Planning and Development	–	–	36	–	–
Road Transport	17 198	25 158	24 494	19 273	–
Environmental Protection	143	–	–	–	–
Electricity	8 641	11 305	24 128	4 629	13 648
Water	57 655	33 291	35 520	21 040	8 250
Waste Water Management	13 430	11 186	26 880	22 858	22 404
Waste Management	513	2 018	4 560	6 320	3 240
Other	9	–	–	–	–
Total Capital Expenditure - Standard	**127 825**	**97 646**	**151 930**	**86 094**	**64 057**
Funded by:					
National Government	67 096	52 560	34 383	37 608	41 444
Provincial Government	9 031	7 703	29 972	21 000	–
District Municipality	–	–	1 000	–	–
Other Transfers and Grants	(0)	–	–	–	–
Transfers Recognised - Capital	**76 127**	**60 263**	**65 355**	**58 608**	**41 444**
Public Contributions & Donations	13 859	–	–	–	–
Borrowing	24 422	18 999	60 000	–	–
Internally Generated Funds	13 417	18 384	26 575	27 486	22 613
Total Capital Funding	**127 825**	**97 646**	**151 930**	**86 094**	**64 057**

TABLE 71: CAPITAL FUNDING AND EXPENDITURE BY SERVICE 2015/2016

- The figure below reflects the Capital Expenditure for the 2015/ 2016 financial year:

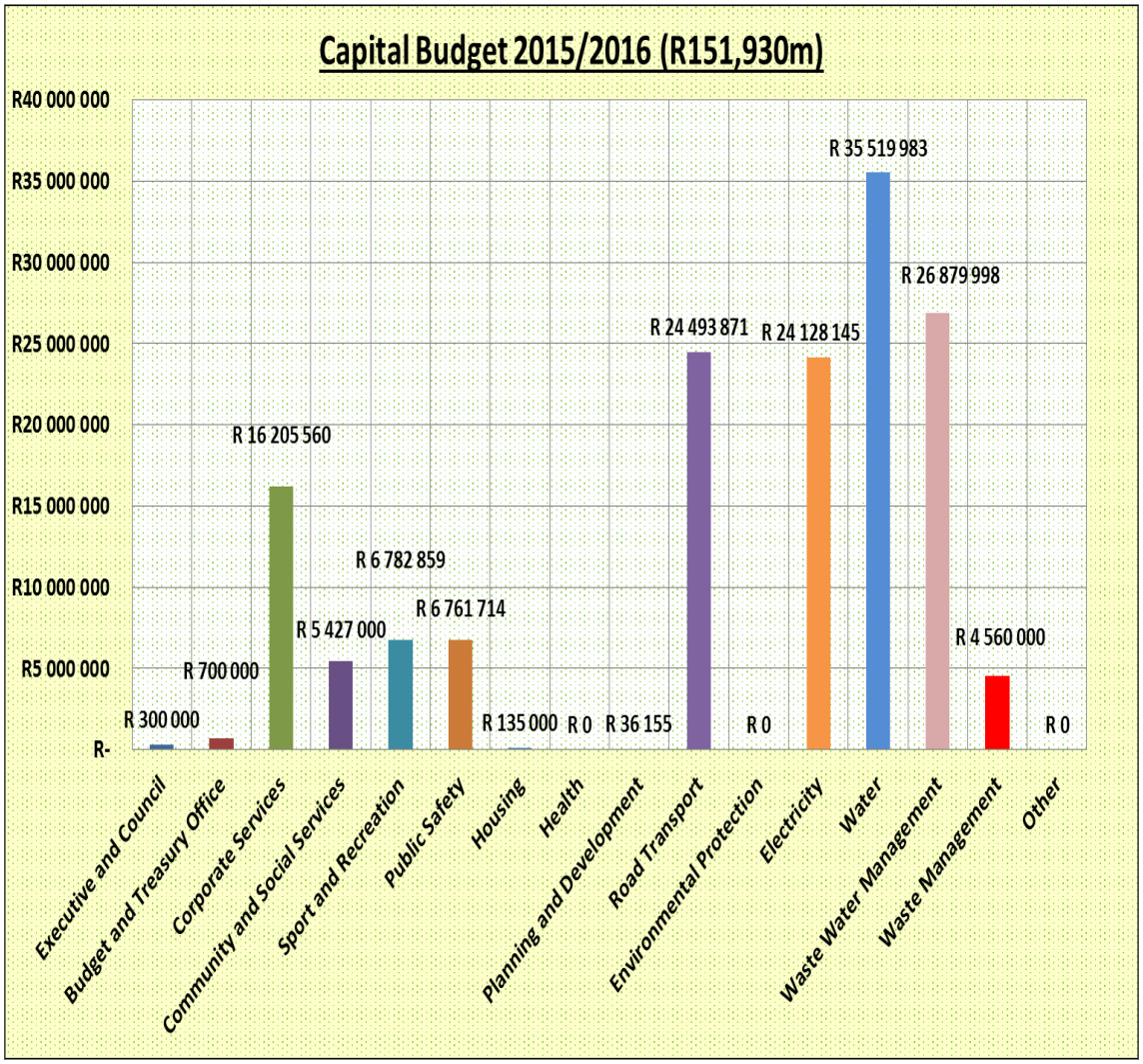


FIGURE 29: CAPITAL EXPENDITURE 2015/2016

- Major and Special Projects budgeted for in 2015/2016:

  The following capital projects have been identified as critical projects and specified special projects were also prioritised for 2015/2016.

Capital Projects	Amount	Special Projects	Amount
Technical Services		Youth Development Programme	R200 000
Worcester WwTW		Grants in Aid	R260 000
Belt presses (3 of plus 1 standby)	R 3 000 000	Special Events: Disaster	R40 000
Stettynskloof Water Supply (Worcester/Rawsonville)		Special Events: Imbizo week	R5 310
Replacement of Existing 2 Hydro Generator (160 kVA)	R 6 000 000	Special Events: Old Aged	R100 000
Rawsonville WwTW		Special Events: Projects	R100 000
Extension of WwTW (0,24 Ml/day)	R 1 000 000	Special Events: Heritage	R20 000
Klipvlakte/ Transhex Residential Development (13 000 erven)		Special Events: National Women's Day	R100 000
Water Reticulation - Phase 1 (645 erven)	R 7 036 363	Special Events: Other	R488 000
Sewer Reticulation - Phase 1 (654 erven)	R 7 036 363	Bursaries	R212 400
Roads - Phase 1 (645 erven)	R 3 272 727	Housing Top Structures	R18 640 185
Storm water - Phase 1 (645 erven)	R 1 636 363	Access to Basic Services	R2 700 000
Touws River Developments (Affordable Housing / Private)		RSEP - Operating	R1 080 000
Water Reticulation - Phase 1 (200 erven)	R 2 181 818	Maintenance of Rental Units	R3 726 090
Sewer Reticulation - Phase 1 (200 erven)	R 2 181 818		
Roads - Phase 1 (200 erven)	R 1 090 909		
Storm water - Phase 1 (200 erven)	R 545 454		
Reservoirs			
Langerug	R 3 800 825		
Pre-loads	R 2 765 977		
Surfacing of Roads			
De Doorns: Rehabilitation of Municipal Roads (MIG 210857)	R 2 070 782		
Rawsonville: Rehabilitation of Municipal Roads (MIG 212168)	R 100 350		
Rawsonville: Rehabilitation of Municipal Roads (Counter Funding)	R 702 554		
Worcester: Rehabilitation of Municipal Roads (MIG 212170)	R 3 811 708		
Upgrading of Gravel Roads			
Avian Park Roads	R 2 000 000		
Zweletemba IDT Roads	R 2 000 000		
Hex Industria Roads	R 1 250 000		
HOP Land Roads - Touws River	R 1 250 000		
De Doorns East Roads	R 1 250 000		
Vehicles			
Refuse Compactors	R 5 000 000		
Digger Loader	R 700 000		
Light Delivery Vehicle (0,5 Ton LDV) 1600 Petrol and canopy - Refuse	R 171 300		
Light Delivery Vehicle (1 Ton LDV, 4WD) 2500 Diesel with canopy and accessories - Bokrivier	R 352 260		

Light Delivery Vehicle (1 Ton, LDV, 2000 Petrol) with canopy and accessories - Laboratory	R 225 000		
Water Tanker - Clean Water (YoYo tanks on trailer) x 2	R 200 000		
Truck with tipper load body (4 Ton, Diesel)	R 640 000		
Light Delivery Vehicle (1 Ton LDV) 2000 Petrol	R 225 000		
Light Delivery Vehicle (1 Ton LDV) 2000 Petrol, Replacement of BVM 298 1996 Ford Courier 1800	R 225 000		
Light Delivery Vehicle (1 Ton LDV) 2000 Petrol, Replacement of Nissan 1800 LWB_BVM 183	R 225 000		
Light Delivery Vehicle (1 Ton LDV) 2000 Petrol, Replacement of Nissan 1800 LWB_BVM 193	R 225 000		
Truck with tipper load body (4 Ton, Diesel), Replacement of Toyota Dyna Wipbak 4ton(kappie97/8)_BVM 207	R 640 000		
Truck with tipper load body (4 Ton, Diesel), Replacement of Isuzu 3ton vragmotor_BVM 413	R 640 000		
Truck with tipper load body (4 Ton, Diesel), Replacement of Toyota Dyna platbak _BVM 495	R 630 000		
Equipment			
Wheelie bins	R 1 000 000		
Cleansing	R 150 000		
Equipment for Vacjet	R 50 000		
Standby Generators	R 500 000		
Computer Equipment (Admin)	R 16 000		
Roads	R 150 000		
Roads & Stormwater	R 150 000		
Touws rivier	R 100 000		
Building Maintenance	R 20 000		
Parks	R 150 000		
Mechanical Workshop	R 100 000		
Water & Sewer	R 150 000		
De Doorns	R 100 000		
Computer Equipment: Town planning	R 36 155		
Electricity	R 235 000		
Generators: Office Buildings	R 7 092 895		
Networks			
Replacement of Water Network	R 8 000 000		
Replacement of Sewer Network	R 8 000 000		
Upgrading of Storm Water Network - All Wards	R 1 000 000		
Parks (5151)			
Develop Parks & Open Spaces	R 1 250 000		
Bulk Water Fairy Glen (8415)			
Restroom Facilities for staff	R 125 000		
Bulk Water De Doorns (8416)			
Upgrading Pump station	R 380 000		
Ward 1			
Touws River: Rehabilitation of Municipal Roads (MIG 212170)	R 1 971 992		
Mini drop off facilities	R 150 000		
Wheelie bins	R 250 000		
Water Treatment Works(Lime stabilisation & New treatment facility)	R 100 000		
Electrical line replacement	R 620 000		
Ward 2			

Bus route	R 3 072 849		
De Doorns : Transfer Station	R 2 760 000		
Mini drop off facilities	R 250 000		
Grootkloof Palisade Fencing	R 280 000		
Ward 3			
De Doorns water purification Works: DAF Unit	R 3 400 000		
Barlinka Street Stormwater pipeline	R 1 500 000		
Ward 7			
Replace 5 x 66kV OCBS at Robertson Rd SS. CRITICAL PROJECT	R 5 000 000		
Fairy Glen- Ohm to UGM and ABC upgrades Fairy Glen	R 1 150 000		
Worcester CBD - Ohm to UGM and ABC upgrades	R 345 000		
Boland Park - New High Mast lighting	R 778 184		
Boland Park - New High Mast lighting(Counter Funding)	R 1 074 675		
Ward 9			
Esselen Park - New High Mast Lighting	R 762 014		
Security Fencing Various Substations. (CP)	R 550 000		
Ward 12			
Parker Substation - Upgrade of low voltage overhead lines (Voltage regulation problems)	R 540 000		
Stockenstrom Str O/H to underground	R 1 455 000		
Stockenstrom - Complete upgrade of existing street lighting	R 25 300		
Street Lighting - General Improvements	R 270 000		
Ward 13			
Embayment busses: Noble Street	R 300 000		
Ward 15			
Langerug - Upgrade bare OHM to ABC	R 660 000		
Worcester West - Replace bare OHM with ABC - Low Voltage problems.	R 324 000		
Worcester West - Upgrading and replacing of Street lighting networks.	R 194 400		
Ward 17			
Zwelethemba - Electrification upgrading of 350 top structures.	R 1 119 250		
Zwelethemba: Upgrades Midblock Phase no 1 & 2	R 1 000 000		
Ward 18			
Zwelethemba :Upgrades O/H lines Phase 1	R 2 500 000		
Service Connections (Depending on Public Contr)			
Sewer Connections	R 280 000		
Electricity Connections	R 265 000		
Water Connections	R 300 000		
Electricity Network Extensions (Depending on Public Contr)	R 1 272 000		
Water Demand Management			
Replacement of water meters	R 1 000 000		
Municipal Manager			
Project Management - 0615			
Containerised community facility	R 630 000		
BMX track	R 100 000		
Netball courts	R 320 000		
Cycle and pedestrian path	R 1 000 000		
Vehicle for disabled	R 400 000		
Community Services			

Admin - 0903			
Furniture & Equipment	R 25 000		
Indoor Sport Centre - 3906			
Fencing	R 80 000		
Steenvliet Community Hall - 3921			
Fencing	R 30 000		
Furniture & Equipment	R 50 000		
Municipal Office Touwsrivier - 3930			
Fencing	R 70 000		
Swimming Bath: De La Bat - 5118			
Upgrading of Basket Room - Swimming Baths - De la			
Swimming Bath: Grey Street - 5121			
Fencing Swimming Baths - Grey Street	R 50 000		
Upgrade Filters & Pump	R 300 000		
Sport: Boland Park - 5130			
Upgrade Tennis court	R 350 000		
Upgrade Netbal court	R 300 000		
Equipment	R 80 000		
Vehicle for Sport department	R 280 000		
Sport: Rawsonville - 5135			
Upgrade Soccer field	R 200 000		
Sport: Zweletemba - 5136			
Upgrading	R 800 000		
Sport: Touwsrivier - 5139			
Upgrading fence & facilities - Touw park	R 500 000		
Sport: Steenvliet -			
Upgrade Cricket Field	R 600 000		
Sport: De Doorns West - 5145			
Upgrade of De Doorns sport facilities	R 300 000		
Resorts - 6318			
Tractor	R 250 000		
Esselen Park Library - 4503			
Flooring	R 40 000		
Waterloo Library - 4506			
New study/ computer facility 2012/2013	R 2 000 000		
Furniture & Equipment	R 20 000		
Local and best seller books	R 10 000		
Zweletemba Library - 4509			
Flooring	R 40 000		
Fencing	R 130 000		
Educational Toys	R 2 000		
Touwsrivier Library - 4512			
Book Detection System	R 160 000		
Fencing	R 30 000		
Steenvliet Library - 4521			

Book Detection System	R 160 000		
Avianpark Library - 4524			
New Library	R 2 250 000		
TRAFFIC			
Equipment			
Patrol vehicles	R 450 000		
Projects			
Speed Humps	R 300 000		
FIRE DEPARTMENT: ADMIN - 4203			
Worcester			
Computer Equipment	R 250 000		
Upgrade Emergency Management Centre	R 60 000		
Digital Radio Project	R 1 000 000		
Super structure for Fire engine completion (Chassis			
De Doorns			
New Fire Station			
Own Funding	R 1 500 000		
MIG	R 2 000 000		
Financial Services			
Revenue - 2404			
Kombi for meter readers	R 300 000		
Financial Planning - 2406			
Safeguarding of Assets	R 300 000		
Insurance claims	R 400 000		
Strategic Support Services			
Admin - 2103			
Furniture & Equipment	R 300 000		
Information Technology - 2114			
Equipment VOIP phones	R 650 000		
Telephone System	R 350 000		
Computer Equipment	R 659 000		
Computer Equipment	R 432 000		
Hosted e-mail Archiving	R 80 000		
Civic Centre Worcester - 3903			
Refurbishment	R 400 000		

TABLE 72: CAPITAL PROJECTS AND SPECIAL PROJECTS IDENTIFIED FOR 2015/2016

- **Ratio analysis for the past years:** The ratio analysis of Breede Valley for the past five financial years are reflected in the table below:

Financial Year	2010 Audited	2011 Audited	2012 Audited	2013 Audited	2014 Audited	Norm
FINANCIAL POSITION						
ASSET MANAGEMENT						
Capital expenditure to total expenditure	26.49%	24.56%	11.29%	14.14%	14.63%	10% -20%
Impairment of PPE, investment properties and intangibles (carrying value)	0%	0%	0%	0%	0%	0%
Depreciation /Operating Revenue	14.18%	12.20%	11.70%	9.95%	8.68%	20%
Repairs and maintenance / PPE and Investment Property (carrying value)	2.37%	2.00%	2.11%	2.49%	2.50%	8%
DEBTORS MANAGEMENT						
Net debtors days	38 days	42 days	47 days	54 days	60 days	30 days
LIQUIDITY MANAGEMENT						
Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)	3 months	3 months	2 months	3 months	3 months	1-3 months
Current Ratio	1.38	1.53	1.52	1.71	1.53	1.5 – 2 :1
LIABILITY MANAGEMENT						
Debt (Total Borrowings)/ Total Operating Revenue	51.24%	55.75%	45.63%	43.44%	35.05%	45 %
Capital Cost (Interest Paid and Redemption) as a % / Total Operating Expenditure	7.00%	8.00%	9.00%	7.87%	7.57%	6%-8%
FINANCIAL PERFORMANCE						
DISTRIBUTION LOSSES						
Electricity Distribution Losses (Percentage)	10.41 %	6.61%	5.45%	7.39%	7.23%	7%-10%
Water Distribution Losses (Percentage)	30.43 %	32.65%	21.56 %	15.63 %	9.52%	15%-30%
EXPENDITURE MANAGEMENT						
Irregular, Fruitless and Wasteful and Unauthorised Expenditure/ Total Operating Expenditure	6.63 %	9.02%	6.37%	0.01 %	0.01 %	0%
Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure)	33.61 %	31.14 %	30.87 %	30.68 %	28.49%	25%-40%
Contracted Services % of Total Operating Expenditure	0.90%	0.66%	0.94%	1.11%	1.03%	2%-5%

TABLE 73: RATIO ANALYSIS OF BREEDE VALLEY MUNICIPALITY

7.15 Asset management policy

The municipality has an asset management policy that is fully implemented and reflects the following:

- OBJECTIVES
  - Specifying Council's practice regarding accounting for assets.
  - Ensure consistency in accounting treatment.
  - To assist officials in understanding their legal and managerial responsibilities with regard to key asset functions such as:
    - safeguarding of assets.
    - maintaining assets.
    - establishing and maintaining a management, accounting and information system that accounts for the assets of the municipality.
    - asset valuation principles in accordance with GRAP.
    - establishing and maintaining systems of internal controls over assets.
    - establishing and maintaining asset registers.
    - clarifying responsibilities and accountabilities for the asset management process.

- ASSET CATEGORIES
  - Infrastructure Assets –
    - Are any assets that are part of a network or system.
    - They are specialised in nature and do not have alternative uses.
    - They are immovable and they may be subject to constraints on disposal.
    - Example: - roads, sewerage purification plants, water reticulation schemes and electricity.
  - Heritage Assets –
    - Are culturally, environmentally and historically significant resources, i.e. works of art, historical buildings and monuments, archaeological sites, conservation areas and nature reserves and meets the criteria of GRAP 103.
  - Investment Properties –
    - Are properties that are acquired for economical and capital gains, i.e. office, parks and underdeveloped land acquired for the purpose of resale in future years.
  - Other Assets –
    - Are assets utilised in normal operations, i.e. plant and equipment, motor vehicles and furniture and fittings.
  - Intangible assets –
    - Are identifiable non-monetary assets without physical substance and will meet the criteria of GRAP 31.

- ASSET MANAGERS SHOULD
  - ensure that employees in their departments adhere to the approved Asset Management Policy;
  - ensure that all assets are procured in terms of the SCM Policy;
  - ensure that council is properly informed about any contributed (donated) assets and that approval from council is obtained timeously;
  - ensure that the contributed asset is recorded on the NARC form and communicated with the Asset Management Department;
  - ensure that employees with delegated authority have been nominated to implement and maintain physical control over assets in their departments. Although authority has been delegated, responsibility remains with the respective directors of the departments and overall accountability with the executive directors of relevant directorates;
  - ensure that the termination of service asset verification form for staff is duly completed and submitted to the Human Resource Management Directorate;
  - ensure that assets are properly maintained in accordance with their respective asset maintenance policy;
  - ensure that, where applicable, all their movable assets as reflected on the Fixed Asset Register are barcoded to exercise control;
  - ensure that the Asset Control Department is notified via the AT form within 10 working days of any changes in the status of assets under the department's control;
  - ensure that transfers between departments within directorates are administered internally;
  - ensure that a complete asset verification of all inventory and asset items is performed annually;
  - ensure that all obsolete, damaged and unused assets, supported by relevant asset and condemnation forms, are handed in at the Asset Management Department without delay;
  - be responsible for maintaining and managing their own DIR;
  - ensure that all assets are safeguarded against loss/theft and that they are adequately insured; and
  - ensure that location changes are made timeously and location/room information are updated and reported on the relevant form to the Asset Control Department regularly.

- ASSET CHAMPIONS SHOULD
  - assist the Asset Manager in performing his/her functions and duties.
  - ensure that all new assets (purchased or donated) are recorded on the New Asset Receipt Capture (NARC) form.
  - ensure that the NARC forms are completed in full and sent with copies of the relevant documentation to the Asset Control Department within 7 working days after receipt of the assets.

- ensure that all their movable assets, where applicable, are barcoded.
- ensure that asset listings are verified and kept up to date in collaboration with the Finance Department.
- assist the Finance Department with the annual verification of movable assets by making sure that the assets, as per asset listing, are at the correct locations, that these locations are accessible when the verification of assets takes place and provide a full report on any missing assets to the Asset Manager.
- notify the Finance Department when he/she identifies obsolete and redundant assets so that these assets can be moved to the Write-off Store.
- report all changes affecting asset listing sheets to the Director: Finance and the Finance Department: Asset Management Division within seven days of occurrence.

Proper systems are in place for the implementation of the asset management policy and as a result the durability of assets and the standard of services are improved.

7.16 Embarking on a long-term financial strategy

1 Introduction and background to the long-term financial plan

The Municipal Finance Management Act (Act 56 of 2003) (hereafter referred to as the MFMA) has identified various financial management practices that are regarded as fundamental to the long-term sustainability of municipalities in South Africa and made these legislative requirements. Although not explicitly mentioned in the MFMA itself, the supporting Municipal Budget and Reporting Regulations of 2009 that support the MFMA refer to a 'long-term financial plan'[1]. Breede Valley Local Municipality (BVM) has accordingly prepared a Long-Term Financial Plan (LTFP) for the period 2015 to 2024.

A LTFP has been defined as a high-level plan that determines the overall financial boundaries within which BVM will operate over next 10 years. The LTFP will be supported by detailed plans and strategies addressing individual elements of financial management.

The LTFP is aligned with and takes consideration of the existing policies of the municipality.

Guiding principles

The LTFP is guided by the following principles:

1. Continuous improvement and expansion in the service delivery framework.
2. Future financial sustainability.

[1] In Section 7(1) footnote (1) (g).

3. Optimal collection of revenue, taking into consideration the socio-economic environment.
4. Efficient, effective and economic expenditure.
5. Optimal utilisation of grant funding and other public donations.

Goal

The overarching goal of the LTFP is to achieve the equitable and sustainable provision of services within a constrained financial environment.

This is interpreted to mean four things specifically:

1. BVM will strive to balance social and economic goals, providing infrastructure and services to meet the needs of poor households, while also ensuring that the economic base of the municipality is protected through the provision of infrastructure and services for non-poor households and non-residential consumers.

2. BVM will operate in such a way that revenues exceed operating expenditure on a medium-term basis.

3. BVM will raise borrowing to finance the capital expenditure required, but only as long as this is sustainable from a cash flow perspective.

4. BVM will strive to function within the financial norms prescribed by National Treasury.

Approach adopted

The approach adopted in preparing the LTFP has focused on establishing a long-term capital funding plan for the municipality. This is in response to the first guiding principle of the review: in order to continuously improve and expand the service delivery framework, the municipality must be able to invest in infrastructure, both new and existing.

This is also in accordance with the National Development Plan, which notes:

"*Infrastructure is not just essential for faster economic growth and higher employment. It also promotes inclusive growth, providing citizens with the means to improve their own lives and boost their incomes. Infrastructure is essential to development*." (National Planning Commission (2012), *Our future – make it work. National Development Plan 2013,* p.44)

A capital funding plan addresses two questions:

1. How much does the municipality plan to spend on infrastructure over the next 10 years in order to provide services to those that do not currently have access, allow for growth and renew infrastructure that already exists?

2. How will the municipality raise the capital funding required for this infrastructure?

The ability to raise finance is dependent on sound cash flow, which in turn is dependent on enhancing revenue and managing expenditure. In other words, while the focus of the LTFP approach is on capital funding, establishing a capital funding framework requires the evaluation of the full operating and cash performance of the municipality.

Background and context

This section provides background information on BVM in order to give context to the Long-Term Financial Plan.

Spatial overview

BVM covers an area of approximately 3 833 km² and includes the towns of Worcester, De Doorns, Touws River and Rawsonville, as well as the rural areas adjacent to and between these towns and the Matroosberg rural area. Informal settlements are currently associated with each town.

Town	Associated informal settlements	
Worcester	Aspad Avian Park Mandela Square	The Spatial Development Framework (SDF) divides the municipality into three distinct regions namely the Breede River Valley, the Hex River Valley, and the Touws River Valley.
De Doorns	Sandhills Stofland Ekuphumleni Hasie Square	
Touws River	Zion Park	
Rawsonville	Geel Kampie Hammat Square (Spokiesdorp)	

TABLE 74: INFORMAL SETTLEMENTS IN BVM

Socio-economic context

Population and households

BVM had a population of 166 826 people in 2011, according to StatsSA Census 2011, living in 42 526 households. The average household size was 3,92 people, a decline from 4,17 people in 2001.

About 10 921 of the households in 2011 (26% of the total) were located in areas outside the urban areas. It is important to note that these households are largely not serviced by BVM. The municipality provides water services, electricity[2], refuse removal and public services in the urban areas only.

[2] Eskom provides electricity in the urban areas, as well as in Rawsonville, Touws River and some parts of De Doorns.

Census 2011 indicates that 2 524[3] households in 2011 were located in informal settlements, with a further 4 936 households living in informal dwellings in formal urban areas, and 2 470 households living in informal dwellings in rural areas. The total households in informal dwellings in 2011, according to the Census, was 9 743 being 23% of all households.

54% of the households in BVM in 2011 earned less than R3 500 a month and can be considered to be low income. The low income share is higher in rural areas than in the urban areas where BVM currently provides services (69% in rural areas compared to 36% in urban).

Economy

BVM has a fairly diversified economy, with agriculture and the wholesale and retail trade being the largest sectors.

A diverse secondary and tertiary economy has developed around the agricultural sector, including industrial activities associated with the fruit industry which exist in Worcester and Rawsonville and extensive wine production activity. Tourism activities related to agriculture and the wine industry are growing.

Household and economic growth

Household growth and economic growth are the underlying growth rates in the municipality. How will the number of households that must be provided with services grow? How will the number of businesses or industries that must be provided with services grow (this is related to economic growth)? What is the interplay between these growth rates: in other words, will economic growth exceed household growth, resulting in a wealthier customer base that is better able to pay for the services that they receive, or will the reverse be true?

A comparison of Census 2001 and Census 2011 suggests that the number of households in BVM has grown by 7 500 over the period, with average growth of 1,97% per annum. The inter-census growth has primarily been in urban areas, with the number of households living in rural areas shrinking at an average rate of 0,23% per annum and the number of households living in urban areas growing at 3,48% per annum on average. BVM provides services largely in urban areas, so this latter growth rate is particularly relevant.

Sound data on economic growth rates in individual municipalities are typically not available. The Municipal Economic Review and Outlook prepared by Western Cape Provincial Treasury indicates that GDP growth in BVM has been 2,4% on average over the past 10 years.

Infrastructure plans and priorities

[3] Note that the municipality estimates this number to be much higher, at least 5 500 households and possibly as high as 8 500.

Key plans and priorities related to infrastructure are summarised below.

Housing

As noted above, Census 2011 suggests that the housing backlog in the municipality is in the region of 10 000 households. The housing backlog list is currently approximately 23 500 people. The rate of new housing provision is important for BVM because engineered infrastructure (water, sanitation, electricity and roads) must be provided along with houses and the municipality must plan for this expenditure in conjunction with the delivery of housing.

BVM provided 546 housing units in 2013/2014 and is planning to provide 751 and 606 in 2014/2015 and 2015/2016 respectively. The rate of delivery is highly dependent on the allocation of housing subsidies.

A significant housing project is planned for the TransHex area on the eastern outskirts of Worcester. This includes approximately 7 300 low-income subsidy houses, 1 000 subsidy units aimed at the GAP market and 300 market-related units.

Water

A water and sanitation master plan was approved in 2013.

The availability of water in Worcester and Rawsonville is secure up until 2030. New pump/booster stations and/or the upgrading of existing assets in these areas are required to accommodate population growth. In particular, the SDF notes that the Stettynskloof pipeline must be doubled in size to accommodate Worcester's water supply over the forecast period.

A new arrangement with the Hex River Irrigation Board is needed to address the water source at De Doorns. The WTW needs to be upgraded.

Touws River may require larger water storage facilities, depending on population growth in the area.

Sanitation

The WWTW in Worcester has been upgraded and extended and should handle sewer flow up until 2025. Rawsonville WWTW needs to be upgraded/refurbished. The Touws River WWTW is overloaded in respect of both volume of flow and organic load, and must be expanded and renewed.

Electricity

The electricity network is adequate and stable in all towns except in the Zwelethemba and Rolihlahla/ Avian Park areas of Worcester, where there is limited capacity of bulk supply cables.

Although the other networks are adequate, the equipment is generally old and needs to be renewed.

Solid waste

BVM has a licensed landfill site of 8 hectares in Worcester, which is adequate for the next five years. Studies for a regional landfill site adjacent to the existing site are far advanced and will serve the whole of the Cape Winelands region.

There is an unlicensed landfill site at De Doorns which must be closed; a closure permit for this site still needs to be applied for. A new transfer station will be required after closure.

Roads and storm water

A R90 million municipal-wide roads project has been approved, but only the most critical roads and streets will be addressed by this project. The remainder of the roads still need considerable upgrading and maintenance.

Certain areas in Worcester and Touws River are prone to flooding and a flood-line study is needed to determine the extent and to plan rectification of the problem.

Asset management

BVM does not have a complete asset register indicating the current replacement cost of existing assets and the condition of those assets. This makes estimation of the need for expenditure on asset renewal difficult.

An integrated infrastructure asset management plan is required.

Major infrastructure issues requiring attention

The 'Infrastructure Growth Plan' (2014) prepared by Western Cape Government for BVM indicates the following as the major infrastructure issues requiring attention in the municipality.

Major infrastructure issues according to Infrastructure Growth Plan

Water	A study on the augmentation of water supply in De Doorns is required.
Sanitation	An extension to the Rawsonville WWTW is required and will require an accompanying EIA. An extension to the Touws River WWTW is required and will require an accompanying EIA and Water User Licence application.
Electricity	An Electricity Master Plan is required.
Roads and storm water	Flood-line studies are required in respect of Avian Park and Transhex housing developments, as well as Touws River. A Stormwater Master Plan is required. A traffic flow study is required.
General	An EIA is required for the Transhex development. Numerous technical studies, reports and plans must be prepared for the Sandhills area.

TABLE 75: INFRASTRUCTURE GROWTH PLAN

Historical financial performance

BVM has historically been a strong performer, as shown in the long-term financial trends presented below.

Financial performance

With regard to financial performance, the municipality has generated *surpluses* on the operating account in most years, with small deficits in 2005, 2010 and 2012.

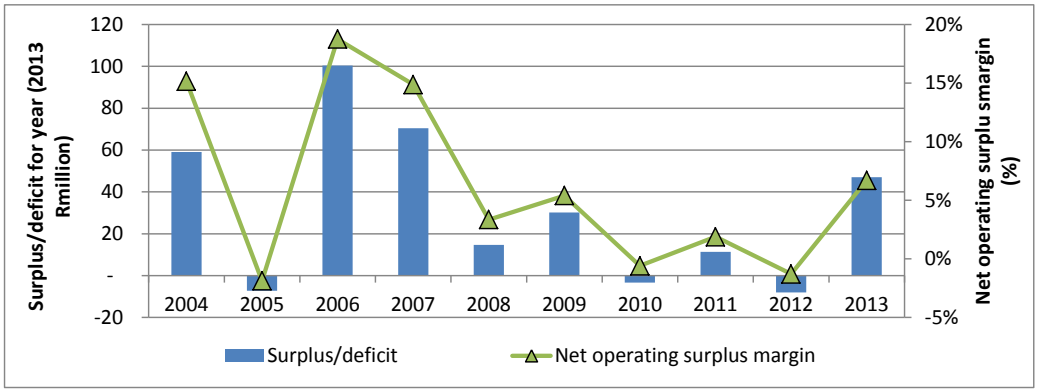


FIGURE 30: LONG-TERM HISTORIC TREND IN OPERATING SURPLUS/DEFICIT AND NET OPERATING SURPLUS MARGIN

Liquidity

With regard to financial position, the *current ratio* has remained comfortably above 1,0, indicating sound liquidity and the ability to pay off obligations as they become due.

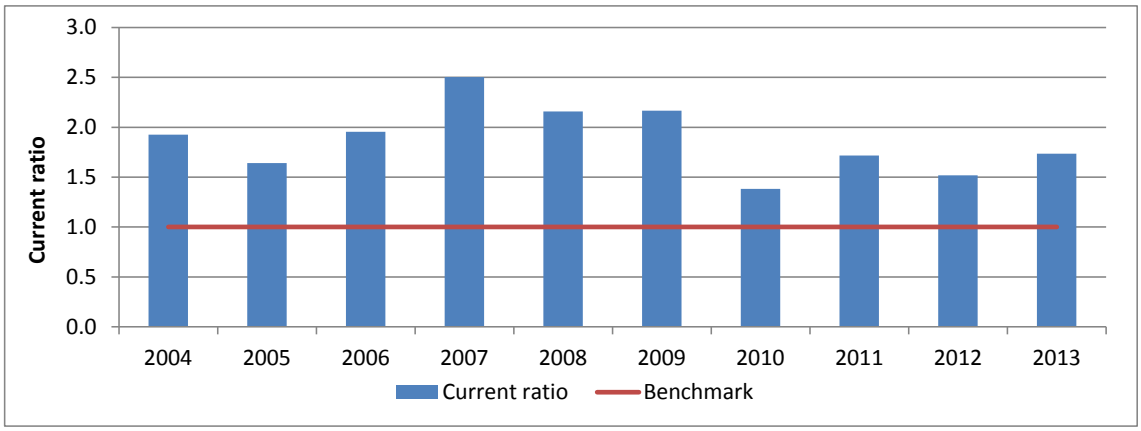


FIGURE 31: LONG-TERM HISTORIC TREND IN CURRENT RATIO

Cash coverage is comfortably within the 1 to 3 months range recommended by National Treasury. The municipality has decreased short-term investments in favour of cash over the past four years.

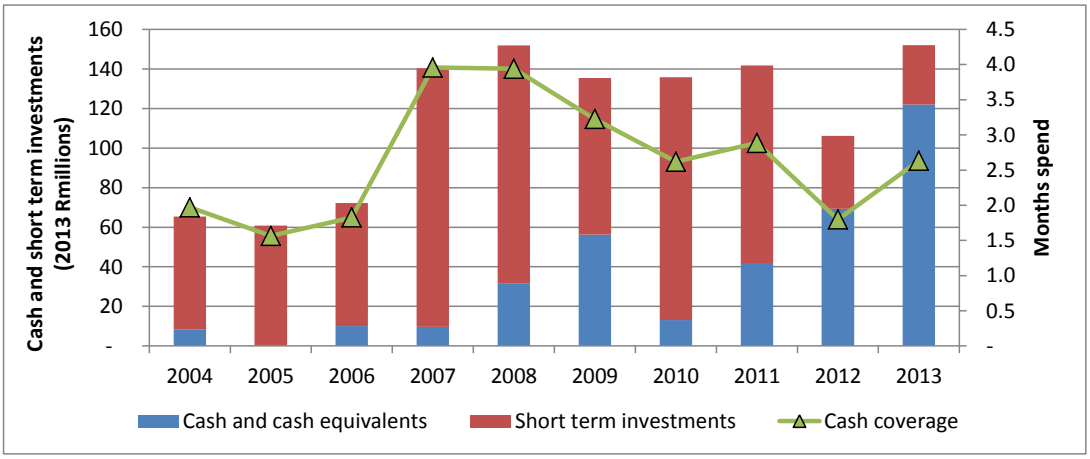


FIGURE 32: LONG-TERM HISTORIC TREND IN CASH AND SHORT-TERM INVESTMENTS AND IN CASH COVERAGE RATIO

Debtors management

Collection rates have historically been strong, meeting or exceeding the National Treasury norm of 95%.

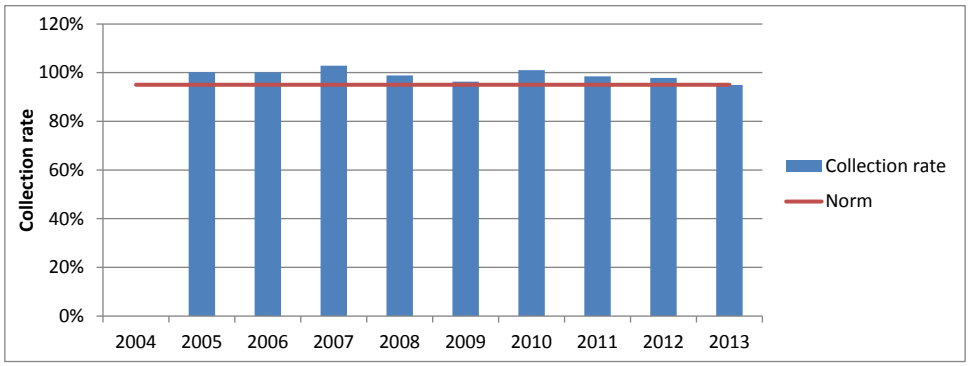


FIGURE 33: LONG-TERM HISTORIC TREND IN COLLECTION RATE

Net debtor days are currently considerably higher than the National Treasury norm of 30 days. This is largely due to a change in the management of debt write-offs: since 2009, debt has been written off only once it is considered irrecoverable. Once net debtors days have stabilised, write-offs will commence in line with provisions in order to bring net debtors days down to 30 days.

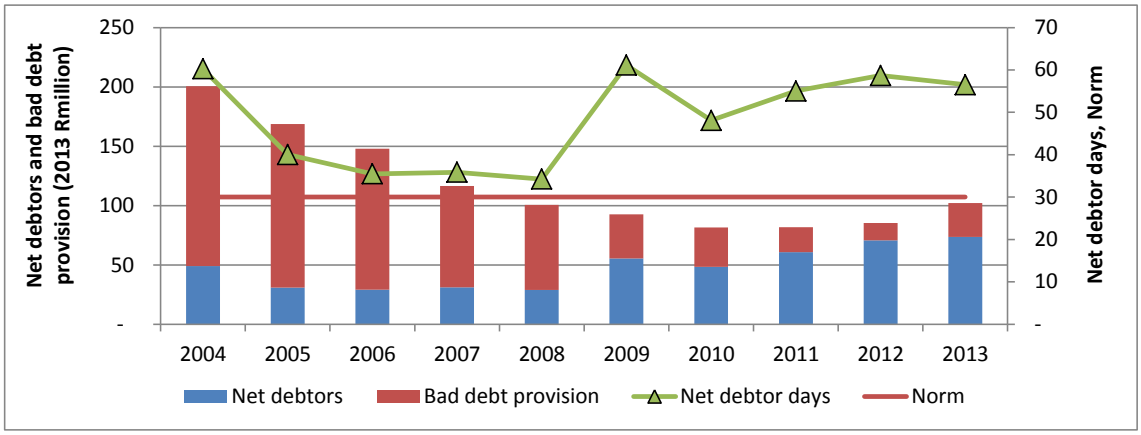


FIGURE 34: LONG-TERM HISTORIC TREND IN DEBTORS AND NET DEBTOR DAYS

Asset management

High levels of *capital expenditure* were incurred during 2010 and 2011 due to the installation of the new WWTW in Worcester. Capital expenditure in recent years has been within the National Treasury norm of 10 to 20% of total expenditure.

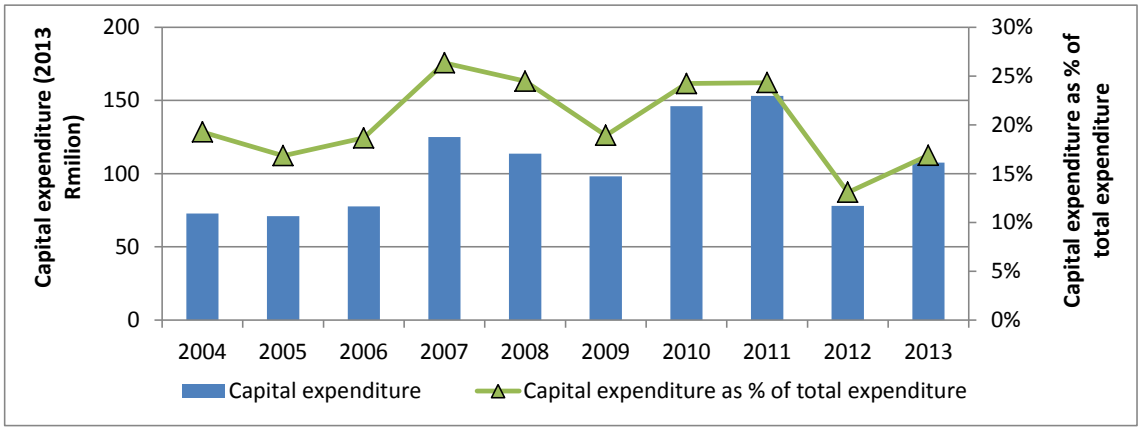


FIGURE 35: LONG-TERM HISTORICAL TREND IN CAPITAL EXPENDITURE

There is a strong drive to promote spending on *repairs and maintenance* in municipalities in South Africa. There is ample data that assets are not being properly operated and maintained, and this is resulting in assets not functioning at their full capacity. National Treasury is promoting a norm of repairs and maintenance expenditure at 8% of the value of Property, Plant and Equipment (PPE). Most municipalities are currently well below the norm: the nine largest South African cities as a group, for example, spent 3% of the value of their property, plant and equipment on repairs and maintenance in 2011/2012[4].

[4] The nine cities include the eight metros plus Msunduzi LM.

Repairs and maintenance expenditure in BVM was on a declining trend from 2008 to 2012, but turned around in 2013. Repairs and maintenance as a percentage of the value of PPE was 2,5% in 2013, compared to the National Treasury norm of 8%.

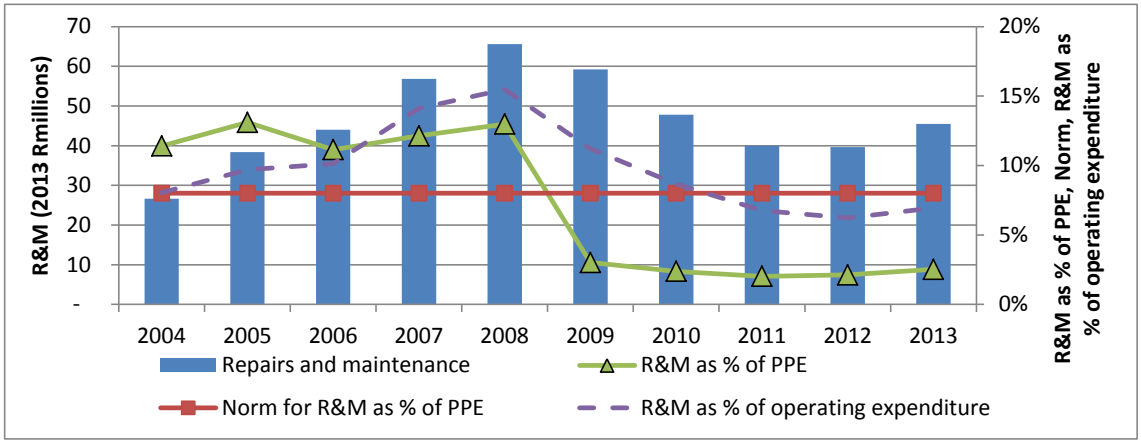


FIGURE 36: LONG-TERM HISTORIC TRENDS IN REPAIRS AND MAINTENANCE EXPENDITURE

Underlying assumptions

A large number of assumptions must be made when devising a long-term plan. The most significant of these are discussed below.

Municipal growth rates

The rates of household and economic growth have been very close. The economy is growing just enough to accommodate the growth in households at the moment, but the extent to which this will remain true is uncertain.

The base assumptions for the financial plan have been household growth of 2,0% per annum on average going forward, with economic growth also at 2,0% per annum. Different combinations of household and economic growth at between 1% and 3% per annum on average have been tested.

Electricity bulk price increases

Increases in the bulk electricity price levied by Eskom on municipalities over the past five years have been a strong driver of rises in operating expenditure. The extent to which these prices will continue to rise is highly uncertain. The modelling has assumed 5% increases above inflation in 2015, with increases of 2% above inflation each year thereafter. Eskom bulk price increases are fully passed on to the customer through increases in the electricity tariff.

Growth in unit operating expenditure

Growth in operating expenditure is driven by two factors: underlying municipal growth, and growth in unit operating expenditures. Operating expenditure must rise to accommodate underlying municipal growth. The efficiency of that rise in expenditure can be measured using a 'unit operating expenditure',

which is the operating expenditure per household or customer served. Above zero percentage increases in unit operating expenditure indicate that costs per customer served have risen.

To some extent, growth in unit operating expenditure is outside the control of the municipality: nationally negotiated wage agreements are an example of external drivers of rises in unit operating costs.

BVM aims to offset these external drivers of operating expenditure increase by achieving greater efficiencies in expenditure. Strategies to do this include:

- Cutting unnecessary expenditure.
- Investigating the consolidation of borrowing in order to reduce finance costs.
- Doing comparisons of cost structure with similar municipalities in order to identify areas for efficiency gains.
- Cutting non-core activities.

Excluding bulk purchases, operating expenditure per urban household in BVM has risen by about 1,2% per annum above inflation on average over the past 10 years. The LTFP assumes that that rise will be constrained to 0,5% per annum above inflation in 2015; that the unit operating expenditure will be reduced by 1% per annum in 2016 and 2017; and that it will be maintained at 0% per annum thereafter.

Increases in tariffs above inflation

The extent to which BVM will be able to increase tariffs at a rate that exceeds inflation is probably the most important factor in determining the viability of the municipality in future. As discussed above, there are a number of factors driving expenditure in BVM upwards. BVM will strive to limit these through the achievement of expenditure efficiencies. It will also investigate revenue enhancement strategies prior to introducing any tariff increases.

As a base position, the LTFP assumes that there will be no tariff increases above inflation[5].

BVM will conduct a comparison between its tariffs and those of similar municipalities in the Western Cape.

Growth in government grants and subsidies

Government grants and subsidies have grown strongly historically; at rates often well above inflation. However, recent statements by the Minister of Finance indicate that this growth is going to be constrained going forward due to the constrained fiscal environment, and that grants and subsidies will

[5] Note that this is aside from those required to accommodate increases in the Eskom bulk electricity price. The LTFP has assumed that BVM will continue to pass these increases on to customers through the tariff.

be increased by rates below the inflation rate in the medium term at least. As a base position, the LTFP has assumed a growth of 0% per annum in 2014/2015, rising back to the point where growth in government grants and subsidies matches the inflation rate by 2020.

Debtor management

The target for net debtor days set by National Treasury is 30 days. BVM will bring net debtor days down to the target level by 2018. This will be achieved by maintaining a collection rate of 97% and by appropriate debt write-off.

Repairs and maintenance

BVM will bring repairs and maintenance expenditure up to 8% of the value of property, plant and equipment by 2023.

Other assumptions

Other assumptions made in the projections are summarised below.

Inflation	6% per annum
Interest rate earned on investments	1% above inflation per annum
Interest rate paid on external loans	4% above inflation per annum
Term of future external loans	20 years
Collection rate	95%
Liquidity reserve	25% of cash expenditure

TABLE 76: CAPITAL EXPENDITURE NEED

It is estimated that **R2,77 billion (in 2014 Rands) is needed in BVM over the next 10 years** to eliminate backlogs, allow for growth and renew the existing asset base. This is approximately R277 million p.a. on average.

The need varies between about R2,6 billion and R3,1 billion depending on growth assumptions.

Given that the highest level of capital expenditure incurred in an individual year over the past 10 years is about R150 million, and that capital budgets for the next three years are approximately R80 million p.a., the capital need is significantly higher than previous and planned expenditure.

Classification of the capital expenditure need

Capital expenditure can be classified by service (on which infrastructure service is it to be incurred?), by customer type (is the expenditure for the poor or for non-poor households and non-household consumers?) or by expenditure type (is the expenditure for new infrastructure or for the renewal of the existing infrastructure base?).

Capital expenditure need by service

The **most significant need for capital expenditure is on electricity**, with roads, water supply and sanitation also requiring significant expenditure.

Note that BVM has recently invested in additional capacity in its water treatment and wastewater treatment plants. No expansion in capacity at these plants is required over the next 10 years and this reduces the need for capital expenditure on water supply and sanitation.

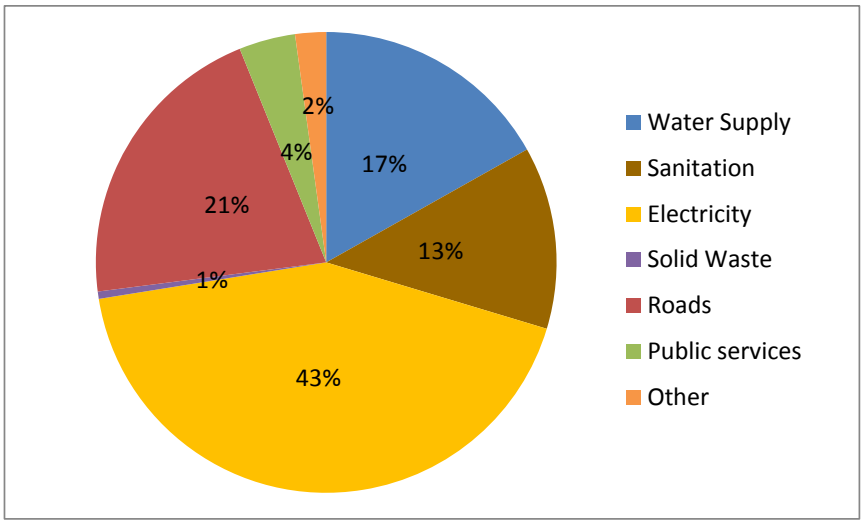


FIGURE 37: BREAKDOWN OF CAPITAL EXPENDITURE NEED BY SERVICE

Capital expenditure need by customer type

Approximately **48% of the capital expenditure need is for infrastructure that will be used by poor households** (defined here as households earning less than R3 500 a month). The remaining 52% of expenditure is for non-poor households and non-household consumers.

Capital expenditure need by expenditure type

Only 32% of the capital expenditure need is for new infrastructure, in other words infrastructure to provide services to those currently without access and to allow for growth. The remaining **68% is for the renewal (rehabilitation, refurbishment and replacement) of the existing infrastructure base**, which is estimated to be worth approximately R5 billion.

Financial performance

The performance of BVM on the operating account over the next 10 years will determine cash flow generated and thus ability to raise capital finance.

BVM aims to comply with the financial norms and standards established by National Treasury, and these have been guiding factors in projecting performance on the operating account.

The operating surplus margin is the key financial indicator in terms of operating performance. The operating surplus margin measures the extent to which BVM generates revenue that is greater than its operating expenditure. This is a key measure of financial sustainability.

Based on the assumptions outlined in Section 0, **operating surplus margins will remain above 0% over the next 10 years**, with the exception of one year (2021).

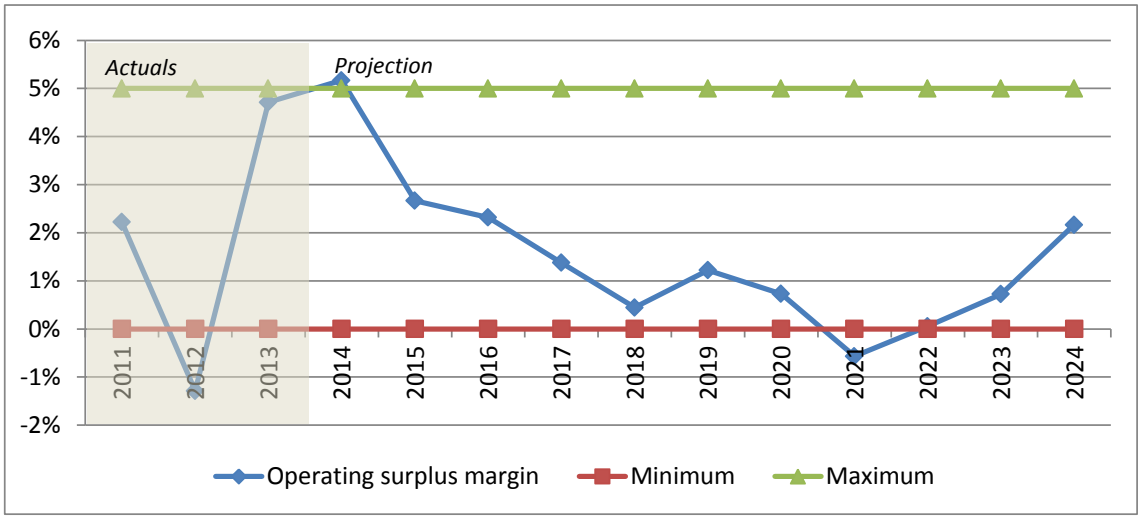


FIGURE 38: PROJECTED OPERATING SURPLUS MARGIN

Cash flow

In many respects, 'cash is king' for municipalities. The extent to which a municipality has a strong cash position is an important indicator of its financial strength. Cash flow is also a key determinant of ability to raise finance via borrowing.

BVM will continue to generate strong cash surpluses over the next 10 years, with cash at the end of the year increasing in excess of inflation year on year. The cash coverage ratio is a key indicator of the strength of a municipality's cash position. It is a measure of the number of months of cash expenditure that can be covered by the cash that the municipality has on hand at the end of the year. The cash coverage ratio will be high for a period between 2016 and 2020, and will sit comfortably within the 1 to 3 month range recommended by National Treasury for the remainder of the next 10 years.

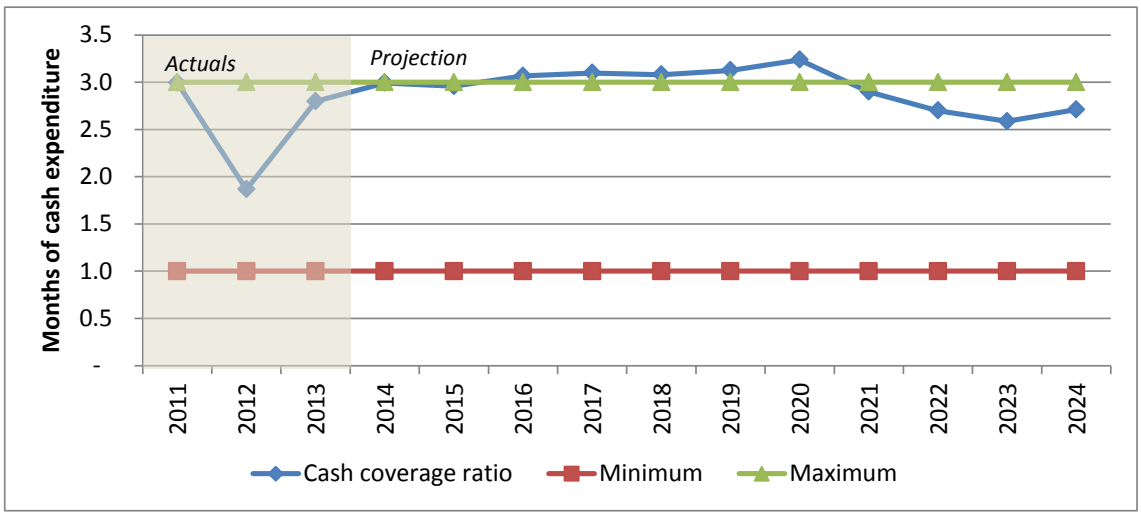


FIGURE 39: CASH COVERAGE RATIO

Sustainable capital programme

Municipalities fund their capital programmes through a mix of grants received from national or provincial government; development charges; cash surpluses generated on the operating account; or borrowing. The extent to which a municipality is able to borrow depends to a large extent on its cash flow position: banks will only lend to municipalities that can demonstrate that they will have adequate cash available to repay a loan.

A projection of 'free cash flow'[6] indicates that BVM can **sustainably finance a capital programme of R1,0 billion over the next 10 years**. This is 36% of the estimated capital need of R2,77 billion.

The figure below shows the sustainable capital programme relative to the capital expenditure need determined in the modelling.

[6] 'Free cash flow' is the cash flow generated by the municipality that is not already committed for other purposes. Municipalities must set cash aside for a number of purposes (one example is as a liquidity reserve to cover cash expenditure). 'Free cash flow' refers to the cash generated during the year that is not committed for other purposes, and is thus available to service new borrowing.

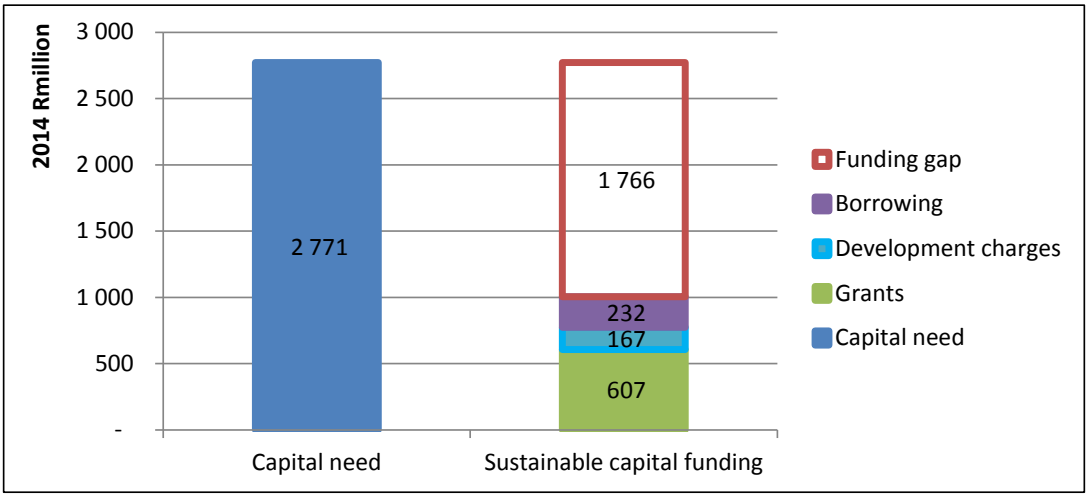


FIGURE 40: SUSTAINABLE CAPITAL PROGRAMME AND FUNDING GAP

With capital grants expected to grow at below inflation in the medium term, BVM can expect to receive about R607 million in capital grants over the next 10 years.

If BVM fully recovers the cost of all bulk and connector infrastructure for non-poor households and non-residential customers through development charges, then the municipality can raise about R167 million through this finance source over the next 10 years. This is the maximum that will be possible from this finance source.

Finally, the 'free cash flow' projection indicates that BVM can borrow about R232 million (2014 Rands) over the next 10 years.

The sustainable capital programme per annum, together with funding mix, is shown in the figure below. BVM has historically adopted a pattern of a 'big push' on capital expenditure every five years or so. The municipality intends to continue this pattern for the medium term.

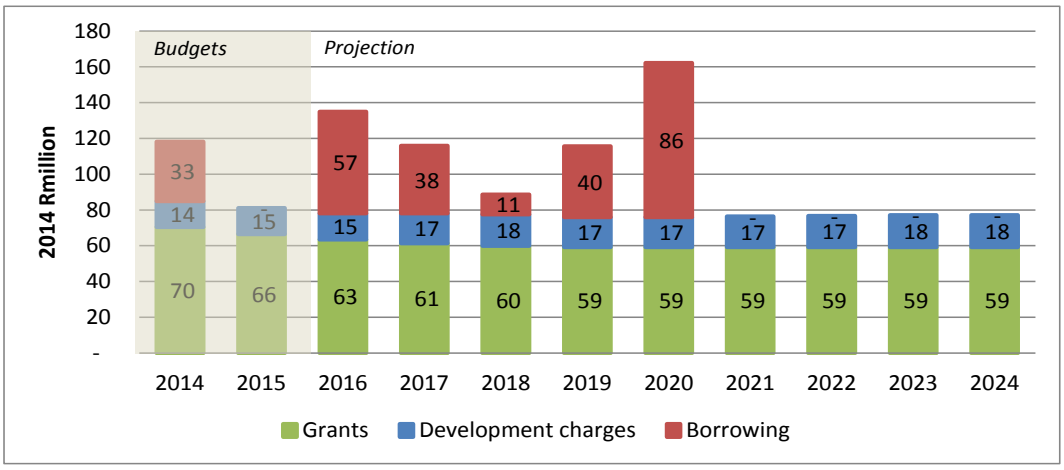


FIGURE 41: SUSTAINABLE CAPITAL PROGRAMME PER ANNUM

Financial position

The financial position of BVM will remain sound over the next 10 years under the plan proposed in this document.

Capital expenditure incurred will average 10% of total expenditure for the period.

Net debtor days will be reduced to 30 by 2018 and maintained at that level thereafter.

The current ratio will dip to 1,48 in 2023, but remain within the norm of 1,5 to 2 for the remainder of the 10 years.

Debt as a percentage of revenue will be slightly below the norm of 45% as recommended by National Treasury for most of the period, and will decline towards the end of the period. This is because cash flow needs time to recover after the borrowing taken up between 2016 and 2020.

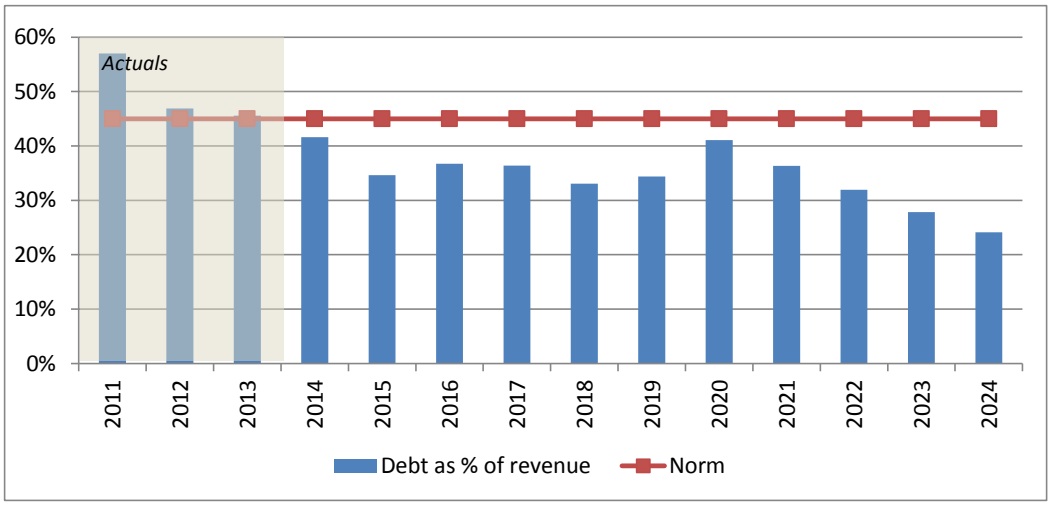


FIGURE 42: PROJECTED DEBT AS % OF REVENUE

Risk assessment

Critical risks for the financial sustainability of BVM are identified and discussed below.

Unsustainable municipal growth patterns

BVM has a strong underlying economy and has seen moderate household growth in recent years. This means that the economy has grown rapidly enough to support the growth in households. If economic growth in the municipality collapses, or household growth increases at a rate significantly above economic growth, then household income will decline and the ability to pay for municipal services will decrease over time. The burden of providing free services becomes higher, and there are fewer high-income households and businesses able to cross-subsidise the cost of providing services to low-income households.

This has been tested in the modelling conducted in preparing the LTFP: if economic growth is only 1,0% p.a. over the next 10 years, but household growth remains at current levels (2,0% p.a. for the municipality as a whole), BVM can continue to operate sustainably, but operating surpluses will come under pressure and the sustainable capital programme will be reduced.

Change	Sustainable capital programme (2014 R billion)	Operating surplus margin in 2024	Total debt as % of total revenue (average over period)
Base scenario	1.0	2.2%	33%
2.0% household growth and 1.0% economic growth	0.89	0.2%	31%

TABLE 77: IMPACT OF REDUCED ECONOMIC GROWTH

The LTFP has assumed that BVM can introduce expenditure efficiencies in order to contain growth in unit operating expenditure. If this is not possible, and unit operating expenditure continues to grow at current rates (approximately 1,2% in excess of inflation each year) the operating position of the municipality worsens and deficits are incurred from 2020 onwards.

Change	Sustainable capital programme (2014 R billion)	Operating surplus margin in 2024	Total debt as % of total revenue (average over period)
Base scenario	1.0	2.2%	33%
Continued growth in unit operating expenditure and no tariff increases above inflation	0.67	-3.9%	17%

TABLE 78: IMPACT OF FAILURE TO CONTAIN UNIT OPERATING EXPENDITURE INCREASES

Debtor management

BVM has historically been able to maintain high collection levels, and the LTFP has assumed that these will continue in the future. However, consumers in South Africa are under increasing pressure from rising prices, particularly rising electricity prices. There is a risk that the ability of consumers to pay for municipal services declines over time, and BVM is not able to maintain collection rates of 95% or higher.

If collection rates decline by 1% per annum until they reach 90%, and remain at that level, BVM will come under pressure on the operating account. The modelling shows that the municipality will cease to generate operating surpluses from 2018 onwards, and the affordable capital programme will be considerably reduced.

Change	Sustainable capital programme (2014 R billion)	Operating surplus margin in 2024	Total debt as % of total revenue (average over period)
Base scenario	1.0	2.2%	33%
Collection rate declines to 90%	0.77	-0.5%	17%

TABLE 79: IMPACT OF DECLINING COLLECTION RATES

Implications for BVM

BVM can remain financially sustainable and in a sound financial position over the next 10 years, even with no tariff increases above inflation[7], and while substantially increasing its expenditure on repairs and maintenance in order to reach the levels required by National Treasury. This will require BVM to put measures in place to limit growth in operating expenditure on areas other than repairs and maintenance.

BVM will not be able to raise sufficient capital finance to fully meet the identified need for capital expenditure and will face a capital funding gap. This means that capital expenditure will have to be prioritised. BVM will do this on the basis of a prioritisation model that will ensure that capital expenditure incurred is balanced between services (balancing expenditure on water, sanitation, electricity and so on), customer type (balancing expenditure on the poor with that on non-poor households and non-household consumers) and expenditure type (balancing expenditure on new infrastructure with that on renewal). The goal of this prioritisation will be to ensure that social and economic needs are balanced and that infrastructure remains sustainable.

Implementation of the LTFP

It is proposed that the Long-Term Financial Plan be approved by Council.

A number of further studies are required to implement the intentions outlined in the LTFP. These include:

1. The identification of opportunities for expenditure efficiency.
2. A tariff comparison between BVM and similar municipalities in the Western Cape, with a particular focus on the affordability and structure of tariffs.
3. A revenue enhancement study.
4. Preparation of asset registers, including Current Replacement Cost of assets, in order to better estimate need for capital expenditure on renewal of assets.
5. Comparison of levels of development charges currently levied with those proposed by Western Cape Provincial Government in order to identify opportunities to maximise development charges finance.

[7] Aside from those required to accommodate increases in the Eskom bulk electricity price.

Appendix 1: Projected financial ratios

	Norm	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
FINANCIAL POSITION															
Asset management															
Capital expenditure to total expenditure	10% - 20%	21%	10%	14%	13%	8%	13%	11%	8%	11%	14%	6%	6%	6%	6%
Repairs and Maintenance as a % of PPE	8%	2.1%	2.1%	2.6%	3.0%	3.5%	4.0%	4.5%	5.0%	5.6%	6.2%	6.8%	7.4%	8.0%	8.0%
Debtors management															
Collection rate	95%	98%	98%	95%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%
Net Debtors Days	30	49	53	54	49	44	40	35	30	30	30	30	30	30	30
Liquidity management															
Cash / Cost Coverage Ratio	1 - 3 months	3.0	1.9	2.8	3.0	3.0	3.1	3.1	3.1	3.1	3.2	2.9	2.7	2.6	2.7
Current ratio	1.5 – 2	1.78	1.52	1.73	1.77	1.73	1.74	1.75	1.74	1.73	1.74	1.61	1.53	1.48	1.51
Liability management															
Capital cost as % of total operating expenditure	6 - 8%	4%	5%	8%	8%	7%	6%	6%	5%	4%	4%	5%	4%	4%	4%
Total debt / Revenue	45%	57%	47%	46%	42%	35%	37%	36%	33%	34%	41%	36%	32%	28%	24%
Sustainability															
Level of cash-backed reserves	100%				126%	123%	123%	124%	124%	125%	129%	117%	119%	121%	130%
FINANCIAL PERFORMANCE															
Efficiency															
Net operating surplus margin	>=0%	2.2%	-1.3%	4.7%	5.2%	2.7%	2.3%	1.4%	0.4%	1.2%	0.7%	-0.6%	0.1%	0.7%	2.2%
Revenue management															
Revenue growth %		16%	10%	15%	11%	8%	8%	8%	8%	9%	9%	9%	9%	9%	9%

	Norm	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Expenditure management															
Remuneration as % of total operating expenditure	25 - 40%	33%	31%	31%	31%	30%	30%	29%	29%	29%	28%	27%	27%	27%	27%
Grant dependency															
Own funded capital expenditure to total capital expenditure		73%	0%	48%	32%	0%	47%	38%	15%	40%	59%	0%	0%	0%	0%
Own source revenue to total operating revenue		81%	83%	83%	84%	85%	86%	87%	88%	88%	89%	89%	89%	90%	90%

TABLE 80: PROJECTED FINANCIAL RATIOS

Appendix 2: Further detail on capital needs analysis

The capital needs analysis was conducted using the Municipal Services Financial Model (MSFM), an Infrastructure Investment Planning tool originally developed for the DBSA and then Department of Provincial and Local Government, and applied to date in 38 municipalities in South Africa.

1.1 Background on the MSFM

The MSFM projects the full operating and capital accounts associated with infrastructure provision in a municipal area over 10 years.

The model is based on a user-defined service delivery programme. This is used to project the numbers of consumers with different levels of service in each year of the model run, as well as the numbers of consumers that are provided with different levels of service in each year. The approach is illustrated in the figure below.

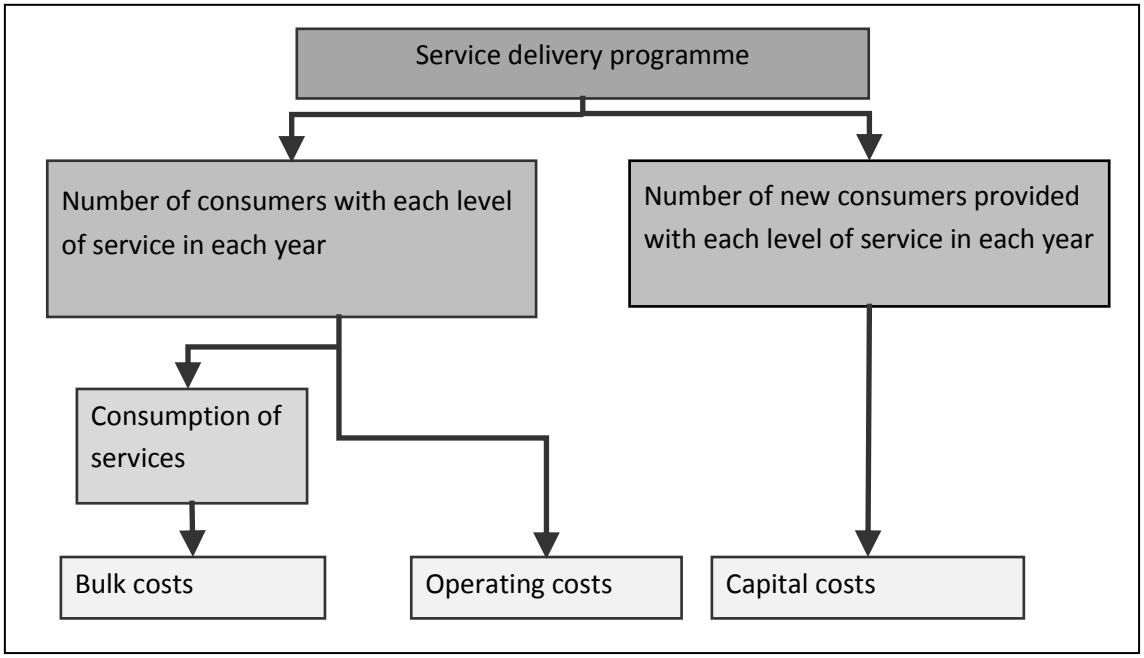

Service delivery programme
Number of consumers with each level of service in each year
Number of new consumers provided with each level of service in each year
Consumption of services
Bulk costs
Operating costs
Capital costs

FIGURE 43: MUNICIPAL SERVICES FINANCIAL MODEL APPROACH

Once the service delivery programme is known, the model estimates bulk costs, operating costs and capital costs using unit consumptions, operating costs per consumer and capital costs per new consumer unit connected for each level of service.

There are three 'settlement types' that are looked at in the model. These are urban formal, urban informal and rural.

The model considers infrastructure services delivered along with housing separately from services delivered independently from the housing process.

Services modelled

The model looks at seven functional groupings, namely: governance, administration, planning and development facilitation (GAPD); public services; housing; water services; electricity; roads and solid waste.

Modelling capital expenditure

In the case of capital expenditure, the model considers expenditure on new infrastructure (bulk and connector as well as internal infrastructure financed through housing subsidies) and on the rehabilitation of existing infrastructure. It allows for the inclusion of capital required for 'special' infrastructure projects (such as major public transport infrastructure), but does not model this. Rather, the user must estimate the value of this expenditure in each year of the model run.

Modelling capital finance

In the case of capital expenditure, the model considers expenditure on new infrastructure (bulk and connector as well as internal infrastructure financed through housing subsidies); on the renewal of existing infrastructure and on demand management programmes. It allows for the inclusion of capital required for 'special' infrastructure projects

New infrastructure

'New' refers to expansions to infrastructure in order to increase capacity.

Renewal of existing infrastructure

Renewal in the model refers to all capital expenditure to extend the useful life of infrastructure by refurbishment or replacement of components.

Demand management programmes

Expenditure on demand management programmes would include items such as retro-fitting or expenditure on new metering systems.

'Special' infrastructure projects

This includes items such as major public transport infrastructure. The MSFM does not model this. Rather, the user must estimate the value of this expenditure in each year of the model run.

Modelling operating expenditure

Operating expenditure is modelled using unit costs. These costs include both operating and maintenance costs as well as bulk purchase costs.

Modelling operating revenue

The revenue side of the model considers Equitable Share allocations and other operating grants, user revenue and other sources of rates and general revenue. User revenue is calculated based on affordability assumptions, and not based on tariffs.

A note on inflation

This report uses the term 'real' figures to mean figures expressed in constant Rand values at 2013/2014 prices. The term 'nominal' is used to refer to figures that include changes in price that occur due to inflation. In an inflationary environment, the nominal expenditure required in future will be higher than the real expenditure required. For example, if inflation during 2014/2015 is 5%, then real capital expenditure of R1 million in 2015/2016 is equivalent to nominal capital expenditure of R1.05 million (R1 million x 1.05).

1.2 Sources of data

The data used in the model was obtained from a variety of sources. Wherever possible, data specific to the municipality was used, based on direct engagements with municipal officials. Where data was unavailable, estimates have been used based on national datasets and experience in applying the model to other municipal contexts.

1.3 Key parameters underlying the model

Key parameters underlying the model are presented in this section.

Service provision arrangements

The MSFM was run for service provision by BVM only. All service provision by external or local municipal service providers was excluded from the model results. BVM provides water services, refuse removal and public services in the urban areas only. Electricity is provided in all urban areas excluding Rawsonville, Touws River and some parts of De Doorns.

Model base year

The base year (year for which data is entered) for the model run was 2014/2015.

Population, households, non-residential consumers and household growth

Current population and households

The current population and households were calculated based on Census 2011, escalated to the base year using the inter-census growth rate from 2001 to 2011.

	Population	Households	Consumer units
Urban formal	94 104	24 873	22 873
Urban informal	23 426	8 633	8 633
Rural	49 021	11 578	11 578
TOTAL	166 551	45 084	43 084

TABLE 81: DISTRIBUTION OF POPULATION BETWEEN SETTLEMENT TYPES

A comment on households and consumer units

While most socio-economic research focuses on the household as the key demographic unit, the MSFM works in 'consumer units'. A consumer unit is the unit provided with services by the municipality. In urban areas this is typically a plot, where the consumer unit is the unit which is provided with a tap, toilet or electricity supply point.

The number of households in a municipality may differ from the number of consumer units for several reasons (most notably the prevalence of backyard shacks and overcrowding, which result in consumer units that comprise several households). The relationship between consumer units and households may change over time, due in part to the provision of state housing.

There is no good data on the relationship between consumer units and households in BVM at present. The number of consumer units was determined by the correlation of the number of account holders to the households which were surveyed during the Census 2011 process.

Non-residential consumers

The water and electricity accounts were reconciled to determine the number of non-residential consumers in BVM. These numbers are shown in the table below.

	Number
Industrial	145
Commercial	1 115
Other non-residential	540
TOTAL	1 800

TABLE 82: NON-RESIDENTIAL CONSUMERS IN BVM

Household growth

Household growth between Census 2001 and Census 2011 was 1,97% p.a. for BVM as a whole. The number of households in rural areas declined over the period.

For the projections, the overall rate of growth of 1,97% was assumed to continue. Rural areas were assumed to remain stagnant. This implies that urban areas will grow at about 2,6% p.a. on average over the period.

Income distribution

Income distribution is a key parameter in the modelling due to the way in which user charge revenue is calculated[8]. The income distribution used in the model was based on Census 2011 with adjustments being to account for inflation between 2011 and the base year of the model run.

Household income per month	Up to R800	R801 to R1 600	R1 601 to R3 500	R3 500 to R6 400	R6 401 to R12 800	More
% of households	17%	18%	26%	16%	11%	14%

TABLE 83: TOTAL HOUSEHOLDS INCOME DISTRIBUTION USED IN THE MODELLING

'Low income' is defined in the model as household income of R3 500 per month or less. The model thus assumes that 61% of households are low income.

Economic growth

The Municipal Economic Review and Outlook (by Provincial Treasury) indicates that GDP growth over the past 10 years has been 2,4% on average. BVM officials consulted indicated that they believe that this is an overestimate and that an economic growth rate of 2% per annum is more accurate. The modelling has assumed that economic growth will continue at current rates throughout the model run.

Current access to services

Information on current access to services was obtained from Census 2011, and modified based on municipal data and consultation with municipal officials.

Housing

Census 2011 suggests that the housing backlog in the municipality is 23% of households. This translates to a backlog of about 11 000 households. This figure was discussed with the Housing Department and is regarded as acceptable, although their housing backlog list is approximately 23 500 people.

The rate of new housing provision is important in the model because engineered infrastructure (water, sanitation, electricity and roads) must be provided along with houses. The municipality must thus plan for this expenditure in coordination with the delivery of housing. BVM provided 546 in 2013/2014, and is planning to provide 751 and 606 in 2014/2015 and 2015/2016 respectively. Note that this provision of housing is not adequate to fully eradicate the housing backlog over the 10 year model run.

[8] User charge revenue is calculated based on affordability assumptions. Indigent households (defined in the model as households earning up to R1 600 per month) are assumed to pay nothing for services; low income households (defined as those earning between R1 601 per month and R3 500 per household per month) are assumed to pay the lesser of the cost of providing services or an affordability limit; and high income households are assumed to pay in excess of cost.

Water supply

According to the BVM IDP document, there are no households in the urban areas of BVM that do not have access to a basic level of service for water. However, Census 2011 suggests that there is a backlog of approximately 700 households in informal settlements.

Sanitation

According to the IDP, 94,3% of households have access to basic levels of sanitation, therefore the backlog is approximately 3 000 households. Again, due to definitional differences between the basic level of service characterisation, the backlog is higher at 7 500 households. (Breede Valley Municipality defines a chemical toilet shared between three households as a basic level of service, but the model uses RDP standards, where this is defined as an inadequate level of service.)

Electricity

According to the Breede Valley Municipality's IDP, there are no houses that do not have access to electricity, however, according to Census 2011, there were almost 6 000 houses that did not have an adequate level of service in 2011. It is not possible that in the three years between 2011 and 2014 that the backlog was completely eradicated, in particular because of the growth in households within the urban areas. The current backlog is estimated in the region of 5 000 households. There may be another definitional problem in this case, as the municipality will not provide electricity to any informal settlements which are outside the urban edge, thus it is possible that all of the settlements which are outside the town, are excluded from the backlog calculation in the IDP.

Solid waste

From Census 2011 and discussions with the relevant line departments within the municipality, it was determined that 5% of consumers do not have access to an adequate solid waste removal service. In urban formal areas, the vast majority of households have weekly kerbside waste removal. However, in informal settlements about 50% of households make use of either on-site waste disposal or communal dumping. The model assumes that these levels of service will be maintained.

Roads

According to data obtained from the Roads Department, the municipality is currently responsible for about 348 km of tarred roads and 40 km of gravel roads.

Resource balances

Resource are important entries in the model, as they allow us to 'tune' the model to ensure that the unit consumption levels used to project resource use going forward are realistic and appropriate for the municipality being modelled.

Water

A water balance was estimated based on the Water Services Audit and data on water sales statistics.

	Volume (Ml pa)	Comments
Water sold	11 041	Water services Audit Report (2012/2013) adjusted based on sales figures and growth
Residential consumers	*4 996*	Residential share from 2012/2013 water sales statistics
Non-residential consumers	*6 045*	Non-residential share from 2012/2013 water sales statistics
Non-Revenue Water	3 525	22% NRW in total from water services audit
Non-technical losses	*1 322*	Water services Audit Report (2012/2013)
Technical losses	*2 203*	Water services Audit Report (2012/2013)
Total water demand	**14 566**	

TABLE 84: WATER BALANCE USED IN THE MODEL

Electricity

An electricity balance was estimated based on data provided on sales for July 2013 to March 2014.

	Volume (MWh pa)	Comments
Electricity sold	288	Sales for July 2013 to March 2014 adjusted based on discussion with BVM Electricity Department
Residential consumers	*122*	Residential share from July 2013 to March 2014 sales statistics
Non-residential consumers	*178*	Non-residential share from July 2013 to March 2014 sales statistics adjusted based on discussion with BVM Electricity Department
Non-Revenue Electricity	19	Electricity Department indicates 10% total losses
Non-technical losses	*9*	
Technical losses	*9*	Assume 5%
Total electricity demand	**318**	

TABLE 85: ELECTRICITY BALANCE USED IN THE MODEL

Current Replacement Costs of assets

Capital expenditure on new infrastructure in the model is calculated using 'unit capital cost' data, that is, average cost to provide a service at a specified level of service in Rands per additional household served. Default unit costs were developed for the DBSA by civil engineering consultants and are available in the MSFM. Costs can vary significantly across South Africa and if good data on the Current Replacement Cost (CRC) of the existing assets in the municipality is available, then this is used to adjust the unit costs so that they more accurately reflect local costs.

BVM does not have data on the CRC of its asset base and so the default unit costs were used. The CRC of the existing asset base, using the default unit costs, is summarised in the table below.

	CRC (R million)	% of total CRC
Water	1 131	23%
Sanitation	699	14%
Electricity	1 469	30%
Roads and stormwater	1 271	26%
Public services	175	4%
Other infrastructure	224	5%
TOTAL	**4 969**	

TABLE 86: CURRENT REPLACEMENT COSTS OF ASSETS USED IN MODEL

1.4 Model results

Key model results are summarised below.

Growth in consumers

Relative rates of household and economic growth in the model result in changes in the household income distribution over time: very simplistically, if household growth exceeds economic growth, then the income distribution will become worse; and vice versa if economic growth exceeds household growth.

Recall that the base model scenario assumed overall household growth of 1,97% p.a. in BVM, but urban growth of 2,63%; and economic growth of 2%. It is the urban growth that is most relevant, as BVM provides services almost exclusively in urban areas. Urban household growth exceeds economic growth and so the number of low income consumer units grows more rapidly than the number of high income consumer units. This is shown in the figure below.

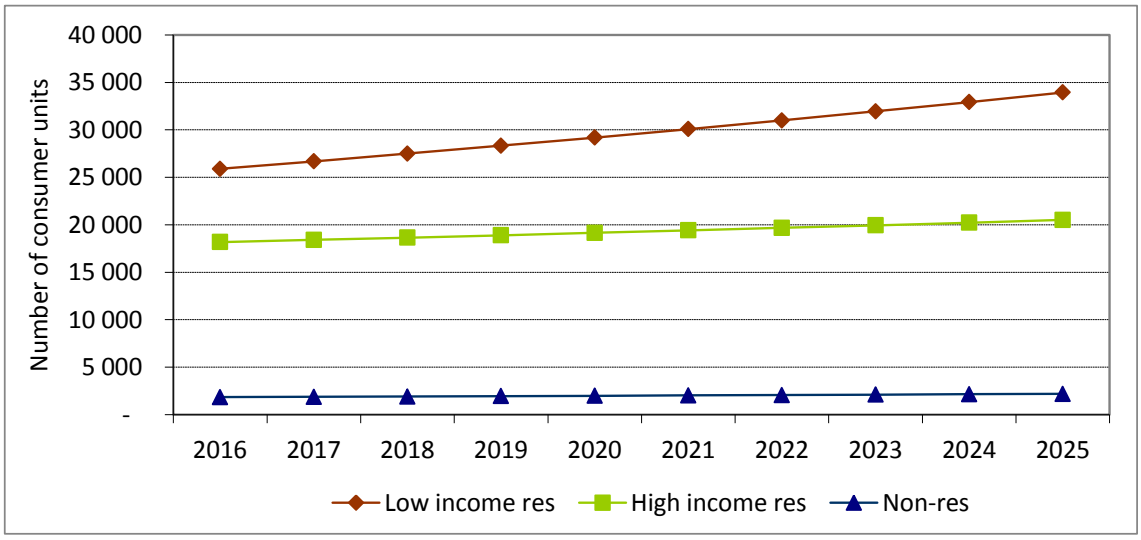


FIGURE 44: PROJECTION OF CONSUMER UNITS

Overall there will be 10 505 new consumer units over the 10 year model run.

Demand for resources

Demand is projected over time based on growth in number of consumers and unit levels of consumption.

Water consumption is expected to grow at about 2,6% p.a. on average in the base scenario.

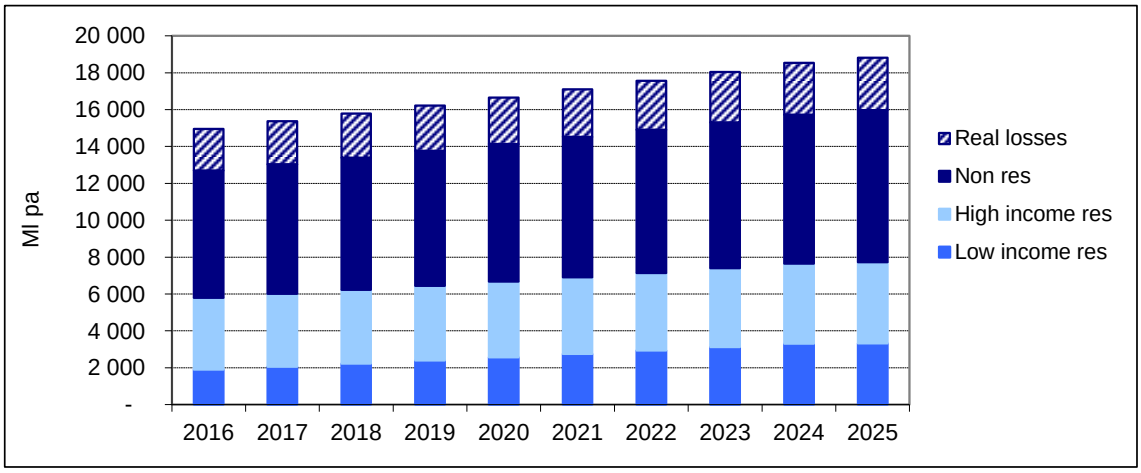


FIGURE 45: WATER CONSUMPTION PROJECTION

Electricity consumption is projected to grow at about 2,40% p.a. on average.

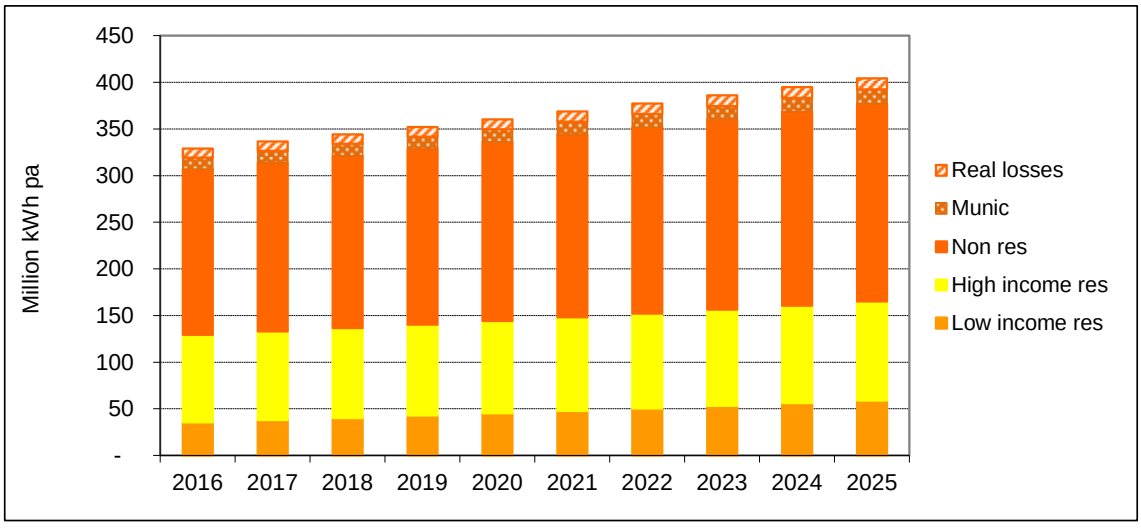


FIGURE 46: CONSUMPTION OF ELECTRICITY PROJECTION

Capital expenditure required

The model base run suggests that R2,77 billion in capital expenditure is required in BVM over the next 10 years to eliminate backlogs, allow for growth and renew the existing infrastructure base.

Note that model projections in fact begin in 2016, and the 2015 figures used were directly from the budget.

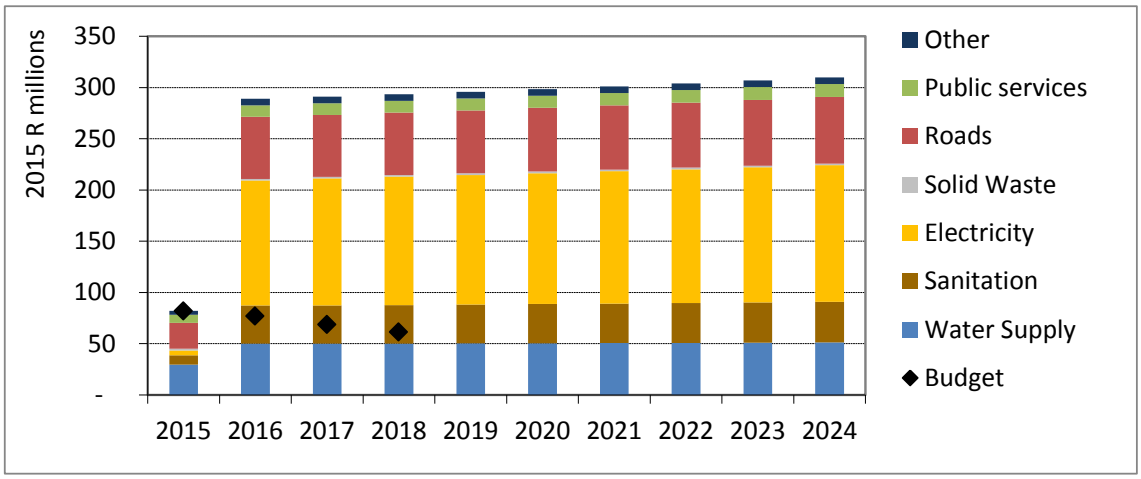


FIGURE 47: CAPITAL EXPENDITURE REQUIRED BY SERVICE

The very significant difference between the figures that the model calculates as the 'need' for capital expenditure and the current capital budgets is immediately apparent.

The most significant need for capital expenditure is on electricity, with roads, water supply and sanitation also requiring significant expenditure.

Note that BVM has recently invested in additional capacity in its water treatment and waste water treatment plants. No expansion in capacity at these plants is required over the next 10 years and this reduces the need for capital expenditure on water supply and sanitation.

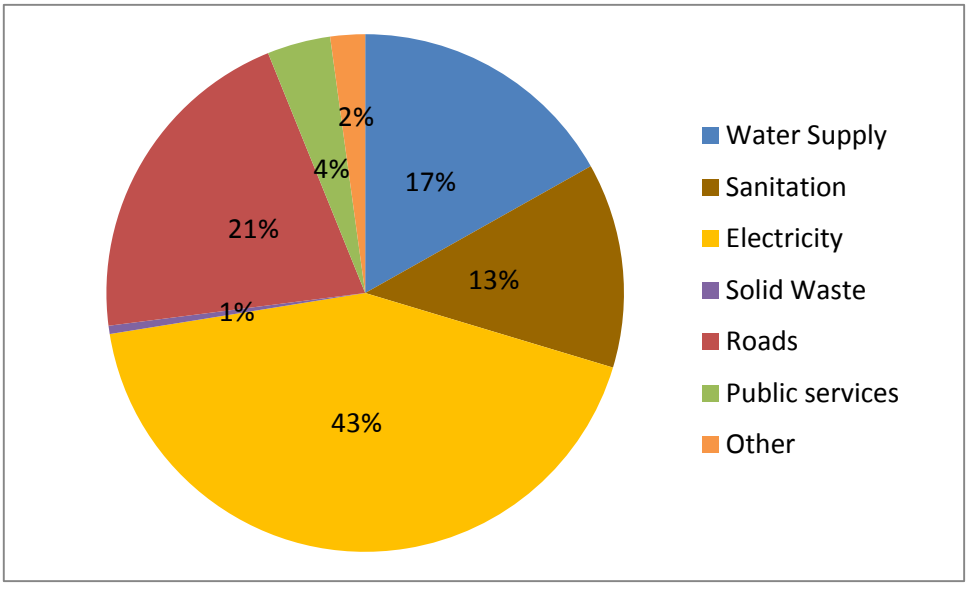


FIGURE 48: BREAKDOWN OF CAPITAL EXPENDITURE NEED BY SERVICES

Capital expenditure need by customer type

Approximately 48% of the capital expenditure need is for infrastructure that will be used by poor households (defined here as households earning less than R3 500 a month). The remaining 52% of expenditure is for non-poor households and non-household consumers.

Capital expenditure need by expenditure type

Only 32% of the capital expenditure need is for new infrastructure, in other words infrastructure to provide services to those currently without access and to allow for growth. The remaining 68% is for the renewal (rehabilitation, refurbishment and replacement) of the existing infrastructure base.

Appendix 3: Further detail on borrowing capacity analysis

A proprietary debt model developed by AfCap Consulting was used to assess the scale of capital funding that BVM is able to service. This model projects the annual financial statements (AFS) of the municipality forwards in order to conduct a 'free cash flow' analysis. The model is designed to predict and indicate the maximum capital programme that can be implemented by the municipality. The model has been used in South Africa by organisations such as the DBSA, the World Bank and INCA. It is a useful tool in developing Shadow Credit Ratings and has been used in a number of different countries including Senegal, Kenya, Burkina Faso, Tunisia and the DRC.

The model is capable of predicting, over a ten year period, the income statement, the balance sheet and the cash flow statements coupled with a ratio analysis. This is illustrated in the accompanying abridged model. The model is primarily aimed at predicting and indicating the maximum capital programme that can be executed and implemented without additional external support. The model however also has a secondary purpose in assisting the Council and officials to understand the scale of the negative implications of relaxing management efficiency, failing to apply credit policies and failing to control increases in operational costs. The converse is however also true as it can serve to illustrate the benefits of initiating and implementing an appropriate programme of performance enhancements and the impact that this could have in terms of allowing for the expansion of a capital programme.

The model is based on the following steps:

- Analysis of the Annual Financial Statements to identify trends and anomalies,
- Clarification of any inconsistent data or lack of clarity by engaging with key officials,
- Discussion of realistic assumptions with key officials, and
- The preparation of different scenarios on a cash flow basis.

The model is based on a cash flow approach by adjusting the income statement for non-cash items. The 2013/2014 Annual Financial Statements were still being prepared at the time that the modelling was conducted, and therefore the 2012/2013 Annual Financial statements were used as the base for the modelling.

The model is based on a number of variable assumptions. In this model, these assumptions can be categorised as lower order base variables and higher order strategic variables.

The lower order base assumptions made in the model were aligned with those made for the capital needs analysis conducted using the MSFM. These include assumptions regarding population growth, consumption growth, electricity distribution losses, non-revenue water, etc. These assumptions are used to develop the base of the model and although it is possible to vary these parameters, they are generally held fixed in the model.

The model also incorporates higher order, strategic assumptions that can be varied to test different scenarios. The base assumptions made are discussed in the main body of the report.

Higher level assumptions can be easily varied in the model, and a user-friendly version of the model has been made available to BVM in order to allow officials to test scenarios themselves.

CHAPTER 8

CHAPTER 8

Breede Valley Municipality is responsible for delivering municipal functions as specified in Schedule 4B and 5B of the Constitution. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. It is therefore required that all the sector plans are considered as these plans should guide the departments on specific issues to be addressed during planning and implementation of the IDP.

Breede Valley Municipality is responsible for delivering the following services:

Municipal Function	Municipal Responsibility
Constitution Schedule 4, Part B functions:	
Air pollution	Technical Services
Building regulations	Technical Services
Electricity reticulation	Technical Services
Firefighting services	Community Services
Local tourism	Strategic Support Services
Municipal planning	Technical Services
Municipal public transport	Community Services
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Technical Services
Storm water management systems in built-up areas	Technical Services
Trading regulations	Community Services
Water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	Technical Services
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Technical Services
Billboards and the display of advertisements in public places	Technical Services
Cemeteries, funeral parlours and crematoria	Technical Services
Cleansing	Technical Services
Control of public nuisances	Community Services
Local amenities	Technical Services
Local sports facilities	Community Services
Municipal abattoirs	Strategic Support Services
Municipal parks and recreation	Technical Services
Municipal roads	Technical Services
Noise pollution	Community Services
Public places	Community Services
Refuse removal, refuse dumps and solid waste disposal	Technical Services
Street trading	Community Services
Street lighting	Technical Services
Traffic and parking	Community Services

TABLE 87: MUNICIPAL FUNCTIONS

The sector plans available at the municipality focuses on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important to ensure the integration of programmes and maximum utilisation of available resources. It should be noted that information provided in this chapter originates from existing sector plans and/or operational plans.

The following table highlights the status of the sector plans whereafter each of the sector plans are discussed in more detail:

Sector Plan	Status of Plan
Long-term Financial Plan	Approved
Spatial Development Framework	Approved
Land Use Management Plan	Reviewed with SDF
Urban Revitalisation Plan	Still needs to be drafted
Local Economic Development Strategy	Approved
Disaster Management Plan	Approved and reviewed
Electricity Master Plan	Plans available for all towns except Rawsonville that is served by Eskom. All plans to be reviewed to include low voltage.
Integrated Infrastructure Maintenance Plan	The plan will be prepared during the NDGS
Integrated Infrastructure Investment Plan	The plan will be prepared during the NDGS
Water and Sanitation Master Plan	Approved
Water Services Development Plan	Approved
Integrated Waste Management Plan	Approved
Pavement Management System	Approved
Integrated Transport Management Plan	Approved
Integrated Human Settlement Plan	Approved
Performance Management Policy Framework	Approved
Risk Management Plan and Strategy	Approved
Air Quality Management Plan	Plan to be drafted
Organisational structure and organogram	Currently under review and redesign to be approved not later than December 2013

TABLE 88: SECTOR PLAN

8.1 Spatial Development Framework

The Breede Valley Municipality, through the Built Environment Support Programme (BESP) of the Department of Human Settlement (DoHS); and Department of Environmental Affairs and Development Planning (DEADP) of the Western Cape Provincial Government (WCPG), has launched the review of its Spatial Development Framework (SDF) and the Human Settlement Plan (HSP). CNdV Africa Planning and Design CC was appointed by the aforementioned departments to review the BVM: SDF that was approved in 2006. The BVM: SDF was approved by Council in terms of the Municipal Systems Act, Act 32 of 2000 as a sectoral plan.

8.1.1 Legislative background

Due to rapid urbanisation rates and the subsequent impact on resources, spatial management of growth in urban and rural environments was previously done through the Guide Plans and Structure plans. These took the form of rather inflexible master plans which were underpinned by the principles of discrimination and separate development. The new democratic government, post-1994, adopted a new system of spatial planning described in principle in the Development Facilitation Act and Municipal Systems Act.

This new system had two components to it, namely the Spatial Development Framework (SDF) and the Land Use Management System (LUMS). The intent of the SDF is to show desired patterns of land use, directions for future growth, indicate the alignment of urban edges, and depict other special development areas. The impact of SDFs is limited to providing policy to guide and informing land development and management. They do not change or confer real rights on land.

The second component is the Land Use Management System (LUMS). This is similar to a town planning or zoning scheme. In contrast to SDFs, LUMS has a binding effect on the development rights attributed to land and confer real rights on properties. SDFs therefore play an important role in guiding appropriate future change and helping to guide motivations as to the need and desirability, or not, of proposed land use changes.

There are a number of national and provincial Acts, policies and guidelines to be considered in the preparation of the SDF. Legislation giving direction to SDFs is:

- National Spatial Development Perspective (NSDP)
- Development Facilitation Act (DFA) (Act 108 of 1996)
- Local Government: Municipal Planning and Performance Regulations
- White Paper on Spatial Planning and Land Use Management
- Draft Spatial Planning and Land Use Management Bill
- National Environmental Management Framework (NEMA) (Act 107 of 1998)

- Municipal Systems Act (MSA) (Act 31 of 2000)
- Provincial Spatial Development Framework (PSDF)
- Land Use Planning Ordinance, Ordinance 15 of 1985
- Western Cape Planning and Development Act
- Provincial Growth and Development Strategy (PGDS)

(Source: Guidelines for the preparation of credible spatial development frameworks, WCPG: DEADP)

8.1.2 The purpose of the Spatial Development Framework

In addition to guiding land use management, the Breede Valley Spatial Development Framework also has the following important roles:

- Giving effect to the principles contained in the Development Facilitation Act, Chapter 1.
- Setting out objectives that reflect the desired spatial form;
- Defining strategies and policies to achieve these objectives which must indicate, amongst others, the desired pattern of land use and how spatial reconstruction will be addressed, as well as providing strategic guidance in respect of the location and nature of development.
- Setting out a capital investment framework for development programmes (this will mainly inform public sector investment priorities);
- Including a Strategic Environmental Assessment (SEA) in the compilation of the SDF;
- Identifying programmes and projects for development of land;
- Ensuring alignment with neighbouring municipal SDFs; and
- Providing a visual representation of the designed spatial form with the municipality in the form of a map which must indicate the following:
    - public and private land development and infrastructure investment;
    - desired and undesired use of land;
    - may delineate the urban edge;
    - identify areas for strategic investment;
    - where policy intervention is needed; and
    - indicate where authority spending is required.

The Breede Valley Municipal Spatial Development Framework indicates the spatial development framework for the municipality as a whole and comprises various elements:

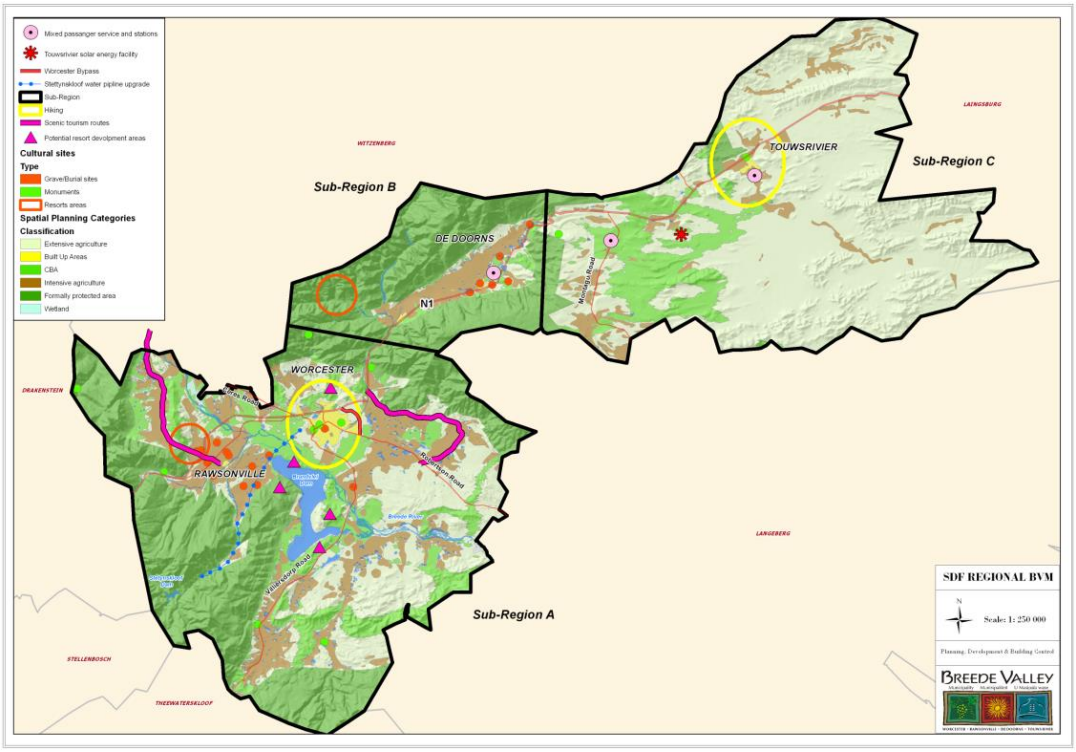


FIGURE 49: BVM REGIONAL SPATIAL DEVELOPMENT FRAMEWORK 2013

(a) Bio-regions

The Status Quo report identified three bio-regions that can be distinguished, namely the Breede River Valley, Hex River Valley and Touws River Valley. The differences between these regions in terms of altitude, renewable energy potential, agriculture, tourism, population distribution, etc. provide the basis for the sub-regions' different treatment in terms of the spatial planning categories.

(b) Spatial Planning Categories

The Spatial Planning Categories (SPCs) provide the basis for managing rural land uses. The general conditions guiding what activities may occur within each category are set out in the Provincial Spatial Development Framework,

(c) The Economy

The Breede Valley economy is largely reliant on the agricultural sector, although other sectors such as finance, insurance, real estate and business services and community, social and personal services are becoming increasingly important. Breede Valley Municipality is relatively isolated from the country's main centres, which means that the demand for services provided by the larger towns will grow. In this regard, Worcester will continue to grow at a more rapid rate than the other towns in the municipality. To ensure that the economy of the Breede Valley Municipality is sustained, it is important to protect the agricultural resources, maintain the existing infrastructure and manage the existing urban quality of the towns.

(d) Major Infrastructure Projects

The four major infrastructure projects in the BVM: SDF are the Stettynskloof Pipeline, the Worcester Eastern Bypass, the Touws River Solar Energy Facility and the investigation of the feasibility of reviving a mixed passenger, rail service between Touws River and De Doorns.

(e) Major Tourism Destinations

The following main tourism destinations with major related attractions are identified and should be promoted and further developed.

· Heritage sites (Bainskloof Pass, Drostdy and Merings Memorials);

· Holiday resorts, Goudini Spa and Conradie Hut.

· Hex Pass Express;

· La Rochelle Goats Milk Cheese factory;

· Wineries;

· Hex Valley Golf Club;

· Hex Pass Ecotrek 4X4 trails;

· Agama Atra, a boulder site for rock climbers.

· Ochre Trail, a hiking trail with San rock art, fauna and flora.

(f) Land Reform

Land to be acquired or reserved for land reform activities or for proactive acquisition. All land in rural areas outside the urban edges of settlements should be subject to the Land Reform Programme target, not just 'agricultural' land. Commonages in towns should be used as agricultural incubators for stock and crop farming as a first step in the land reform programme. The commonages should have development plans drawn up that indicate which land should be conserved, e.g. wetlands, and where agriculture can occur.

(g) Resort Development

Potential resort development areas are identified mainly around the Brandvlei Dam area and north of Worcester. These areas and any additional areas which might be identified in future are subject to the Western Cape Guidelines for Resort Developments, December 2005.

(h) Scenic Tourism Routes

The scenic tourism routes identified should be managed and preserved. Additional scenic tourism routes should be identified and a Scenic Tourism Routes Management Study compiled to ensure appropriate management guidelines for these routes.

(i) Housing and Land Needs

The housing and land needs in the municipality for the four main settlements and the rural areas are derived from the waiting list databases of the municipality and Department of Human Settlements. It is proposed that 50% of the rural housing demand indicated on the municipality's waiting list (± 9 529/2) is shared between Worcester (50%) to De Doorns (40%) and Touws

River (10%). No housing units are allocated to Rawsonville. The other 50% should be accommodated in the rural areas, either on farms or, if necessary, in the rural hamlets, i.e. Orchards, possibly Sandhills if its status is resolved, De Wet, Nuy, Kwaggaskloof, Goudini and Slanghoek. If this strategy is implemented, it is very important that attention is given to the aesthetic appearance of such schemes, so as not to diminish the tourism appeal of these areas.

A housing toolkit was developed to understand the development potential of the various pieces of available land in the main settlements. This toolkit should be used for promoting a number of urban settlement restructuring objectives such as compaction, inclusion, improvement of business, community and public transport thresholds, increasing the number of people within convenient distance of urban opportunities; and reduce their travelling burden. This comprises a simple mix of housing typologies defined by density, configuration and income group.

8.1.3 Spatial proposals for the urban settlements

The spatial proposals for each of the four urban settlements are set out in detail in the BVM: SDF and provides strategic guidance in respect of the future spatial development.

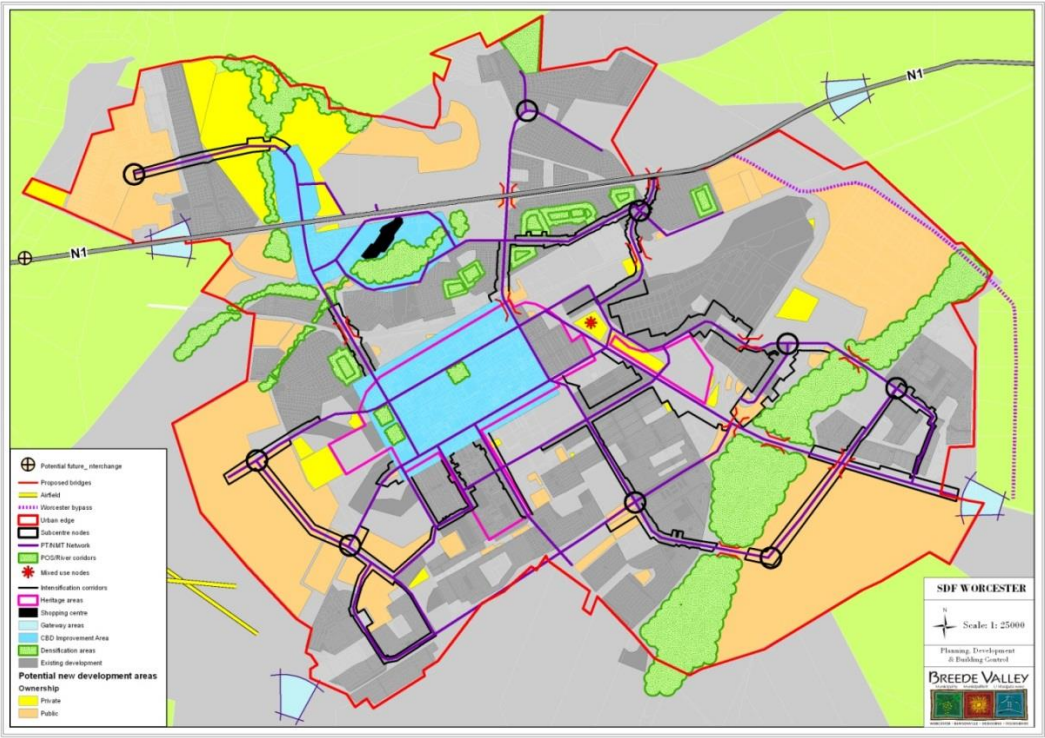


FIGURE 50: WORCESTER SPATIAL PROPOSAL

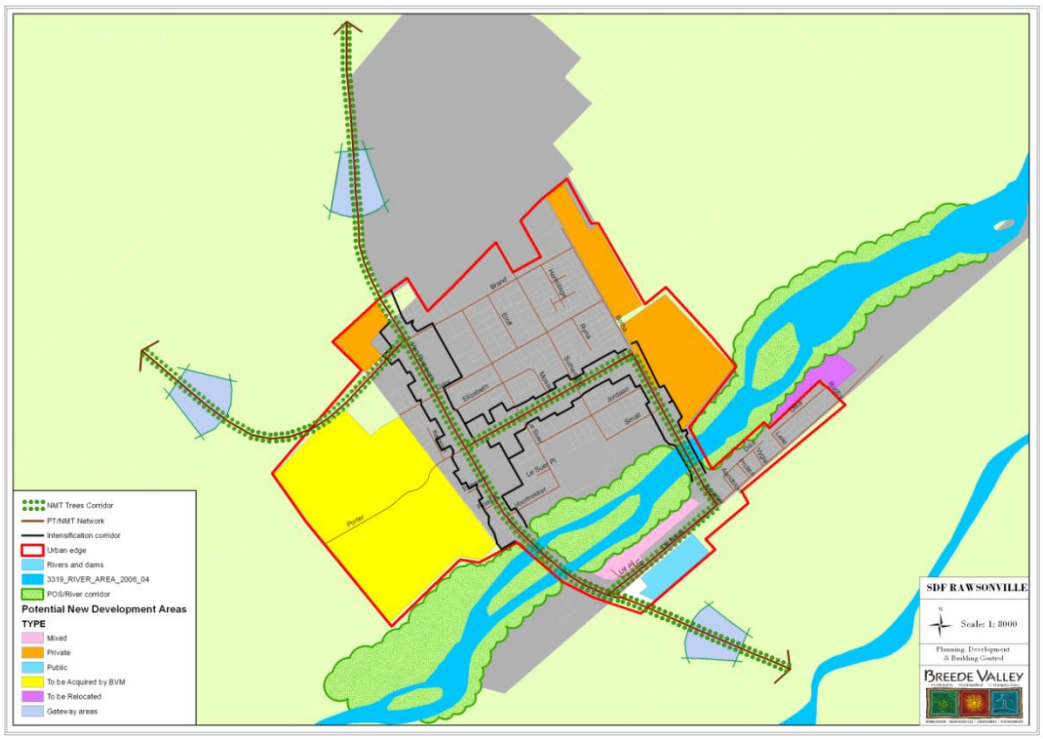


FIGURE 51: RAWSONVILLE SPATIAL DEVELOPMENT PROPOSALS

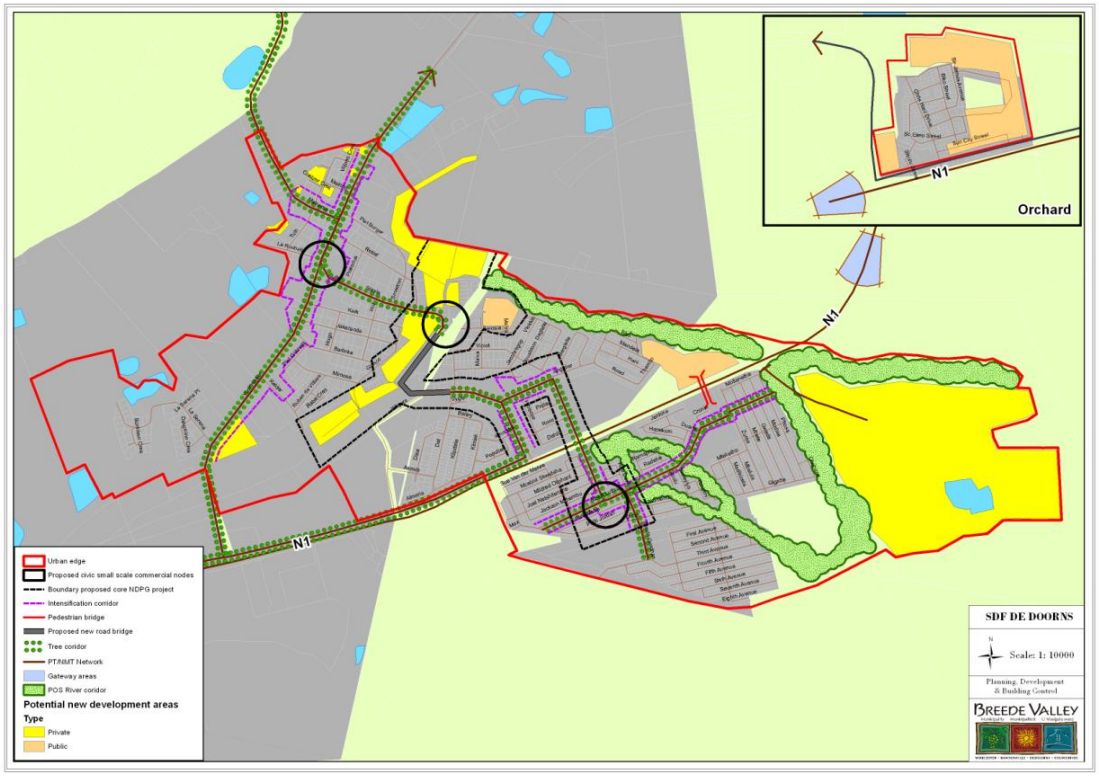


FIGURE 52: DE DOORNS SPATIAL DEVELOPMENT PROPOSAL

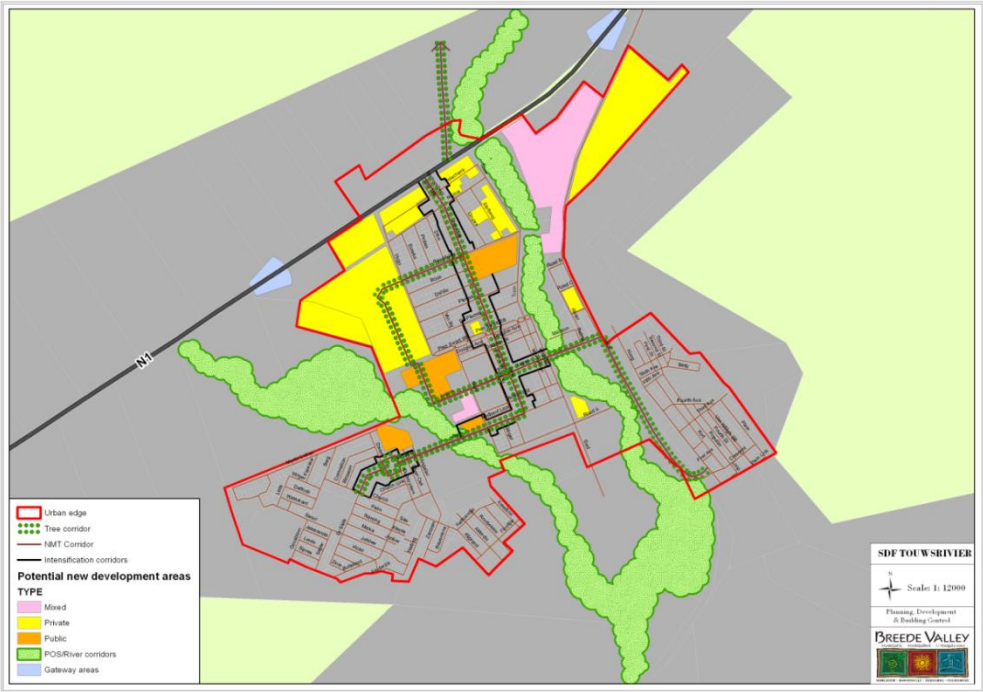


FIGURE 53: TOUWS RIVER SPATIAL DEVELOPMENT PROPOSAL

8.1.4 Relationship and alignment with other plans

The Breede Valley Municipality SDF is linked to other spatial planning policies and guidelines at different levels of detail and depending on their level of jurisdiction. The National Spatial Development Perspective (NSDP) provides the broad national development goals, objectives and strategies. This informs the Western Cape Provincial SDF (WC-PSDF). The WC-PSDF in turn informs the Cape Winelands District Municipal SDF. The Cape Winelands District Municipal SDF in turn informs the preparation of the Breede Valley Municipal SDF.

The main proposals that are affected by the abutting municipal SDFs and overarching policy instruments are as follows:

- concentrate urban development and associated activities in areas within the existing urban settlements, namely Worcester, De Doorns and Touws River;
- further utilise the immense tourism potential of the municipality;
- upgrading and improving the current transport and rail linkages to the area;
- retaining the agricultural character and function of the area.

The spatial proposals in the BVM: SDF clearly sets out the spatial intentions of the municipality and are aligned with the NSDP; WC-PSDF and PGDS as well as the Cape Winelands District SDF and abutting municipal SDFs. These proposals are discussed in detail in the BVM: SDF.

8.2 Local Economic Development

Breede Valley Municipality has an approved LED Strategy. The municipality also utilizes the Genesis approach in LED strategy formulation, a pilot initiative with the support of SALGA and the Department of Economic Development and Tourism. Every year we take on additional projects as highlighted during our strategy phase. In the last year of implementation of our strategy, we are developing project concepts in the same context as at the beginning of the current political term, as some of the initiatives were completed, others are still under implementation and those that follow will be implemented consistently as agreed during our strategy workshop at the beginning of the current political term.

- **Building and strengthening institutional and social capital including leadership*:*** The catalytic projects involve developing leadership capacity in LED, forming functional partnerships between the public and private sector in order to develop the town of Worcester and bolstering the LED monitoring function of key stakeholders.
- **Enabling infrastructure and inclusive, integrated urban development/renewal*:*** The projects range from planning initiatives, City improvement initiatives
- , to water pipeline extension and renewable energy initiatives.
- **Building sector competitiveness and upgrading:** The projects range from business retention and expansion and development of the N1 adventure route.

Programme	Examples of potential catalytic projects (short and medium/long term)
1. Building and strengthening institutional and social capital including leadership	Short-term (2012-2015 meaningful impacts): Develop, finalize and monitor Breede Valley Development Charter outlining key principles, priorities and stakeholder roles to facilitate alignment 1. Form BVM Economic Development Leadership Committee to monitor 2030 Breede Valley LTEDSF and catalytic initiatives, evaluate impact and provide leadership direction/support. 2. Review BVM LED capacity requirements and secure resources to facilitate implementation of BV LTEDSF 3. Worcester CBD PPP/Business Improvement District and improved enforcement of safety and by-laws Medium/long-term (meaningful impacts from 2015 onwards) 1. Youth Development Strategy including School Alumni Mentoring Initiative 2. Adult Literacy Programme
2. Enabling infrastructure and inclusive, integrated urban development/ renewal	Short-term (2012-2015 meaningful impacts): 1. BV Spatial Development Framework (currently under way) to priorities nodes and corridors for urban integration and priority development 2. Identify land for GAP housing and mixed use node development 3. Fast-track N1 eastern bypass around Worcester (linked to N1 toll road plans of SANRAL) 4. Worcester-Stettynskloof Water Supply Pipeline

	5. Electricity distribution capital investment plan and budget 6. Services investment plan to unlock industrial areas for investment 7. Renewable energy including solar and waste projects 8. Initiate Neighborhood Development Partnership grant application for township commercial development in Zwelethemba 9. Promotion and management of Worcester CBD including maintenance and heritage plan 10. Public parks management policy including community management options 11. Expand alien vegetation EPWP funding and link to entrepreneurship support programme, renewable energy, etc. Medium-/long-term (meaningful impacts from 2015 onwards): 1. Public and private investment in priority integration corridors and nodes such as Victoria Park, Avian Park, etc. 2. Agriculture Water Demand Management Strategy (linked to Catchment Management Strategy
3. Sector competitiveness and development strategies	Short-term (2012-2015 meaningful impacts): 1. BV Tourism N1 Adventure Route, Product Development (including Klein Plasie) and Public-Private Marketing Plan 2. Clarify KP governance structures, development concept/ plan and funding 3. Develop Major Events Strategy and Policy including niche focus on unique cultural and adventure events Medium-/long-term (meaningful impacts from 2015 onwards): 1. Attracting/growing business investment, destination branding and investment strategy, including business retention and expansion programme and incentives policy/package 2. Package investment opportunities and projects including 80 ha Uitvlugt Industrial Park, Agro-Industrial Processing Park, etc. 3. Develop agriculture land-use management system and coordinate implementation with Catchment Management Strategy to optimise water allocation 4. Agriculture Diversification, Agri-processing and Skills Development strategy

TABLE 89: POTENTIAL CATALYTIC PROJECTS

Implementation plan for the 2016/2017 financial year

The approach of using LED as a strategic planning tool achieve excellent outcomes for the scheduling of medium to long term projects in the Breede Valley Municpality. For the past years the administration have allocated a lot of time and resources to lure a private operators to Kleinplasie which is a major anchor attraction in Tourism. Our engineers have augmented our treatment works and have consistently over a longer term programme augmented the supply pipes of water that is piped form Stettynkloof to for industrial and residential usage in Worcester The selection of projects is commensurate and consistent with the broader goals and list of catalytic initiatives as captured in our LED strategy, which was developed at the beginning of the

current political term of office. The responsibility for implementing these projects is spread over the entire organization. Last year we obtained funding but had to shift for security cameras bur had to re-prioritize as the money was allocated for pressing basic infrastructure expenditure, in the last year of implementation of the current IDP illustrative of the selection of projects and programmes for the financial year under the management of Local Economic Development.

We have to make capital provision to fund the Municipal part in the after we allocated the successful bidder after the tender process.

Activity	Outcome
LED	
a) Security cameras in industrial areas and business areas to be installed through a capital programme	Need identified for research in business retention and expansion.
b) Entrepreneur of the Year (awarding the best large company, emerging company, agri-business and woman-owned company).	Encourage more competition to become trendsetter in local economy in various categories of business.
c) Support and expand city improvement initiatives in surrounding towns.	Neighboring towns to buy into the concept of the Worcester town of taking responsibility for town regeneration.
d) Support informal and small business projects.	Make financial contribution to assist more emerging entrepreneurs who compete for an annual fund to assist emerging entrepreneurs to expand their business operations.
e) Contribute financially to increase the funding towards emerging entrepreneurs in BVM.	
f) Working in partnership to improve commercial viability of business in Zwelethemba	Commercial development will assist Zwelethemba to become a business zone.
g) Support a destination marketing event showcasing the wine industry and its value chains.	An anchor tourism event that assist with building our image as a destination of great events that can attract visitors
h) Participate in a project to investigate the augmentation of the Brandvleidam as it will influence land use patterns.	Project that will assess the financial, technical as well as commercial viability of the Brandvlei dam augmentation
Tourism	
Tourism • **Implement marketing strategy in various provincial newspapers and magazines.** • **Print new hardcopy as well as electronic brochure of our destination** • **Annual contributions to the various Local Tourism Associations in Worcester, Touws River, Rawsonville and De Doorns.** • **The establishment of tourism office in Worcester.**	Continuous marketing to keep our tourism brand visible in various magazines. Brochures to market and advertise the key offerings of our destination. Complement and provide funding for the work of the Local Tourism Associations which is a municipal function as per the Western Cape Tourism Act and the Constitution.
EPWP	
Initiate and implement internal EPWP in the following sections: Cleansing; Electricity; General Sector. **Develop new business plan for EPWP initiatives.**	Continue to capture and report on job opportunities created in the BVM. To be negotiated in new business plan with the national and provincial department responsible for funding the EPWP
CWP	

Abovementioned programme is assigned and BVM is responsible for the reference committee that authorizes useful work and fulfills an oversight role for the project implementation agent. **The creation of 800 survivalist employment opportunities in BVM to perform various forms of useful work such as cleansing, sport coaching, welfare and community-based health in Worcester, Touws River, De Doorns and Rawsonville.**	Create work opportunities for families who live in poverty and prepare them for formal labour market.

TABLE 90: OPERATIONAL PLAN 2016/2017

8.3 Integrated Human Settlements

The planning of projects marked a shift in policy at all levels of government with regard to housing provision. This policy shift entails a move from housing construction to the creation of "sustainable human settlements"; a shift to sustainable resource use; and a shift to housing resulting in real empowerment. The new policies are conceptualised in the National Housing Policy (*Breaking New Ground*) and in the Western Cape Integrated Human Settlements Policy (Isidima) as well as the new strategies formulated by provincial Department of Housing as listed below (Strategic Objective 6. January 2010):

- Prioritising secure access to basic services
- Acquiring well-located land for well-planned integrated human settlements
- Increasing densities of new housing developments
- Closing the gap in the property market
- Inculcating a sense of ownership
- Improving property management
- A fairer allocation of housing opportunities (50-50 allocation between backyard dwellers and informal settlements)
- Reducing our carbon footprint
- A coordinated and integrated approach

The Human Settlement Plan (HSP) for the Breede Valley aims to translate these policies into plans for implementation. The main purpose of the Breede Valley Housing Pipeline is to provide a road map and guidance to the municipality to not only plan for housing in terms of the number of structures built, but to plan for integrated human settlements that restore the dignity of the people of the Breede Valley. In particular the aim of the document is to guide the identification and implementation of human settlement projects. In this regard it should be noted that it also includes housing projects with approved funding.

The housing demand list and informal structures provides an indication of the demand for housing in the municipal area:

	Worcester	Rawsonville	De Doorns	Touws River	Total
BNG housing	17 235	941	4 112	1 070	22 358
GAP housing	874	11	112	120	1 117
Informal housing	2 630	166	3 562	78	6 436
Rental housing	6 093	90	592	758	7 533

TABLE 91: HOUSING DEMAND LIST AND INFORMAL STRUCTURES

In terms of the settlement hierarchy, Worcester is the important town in the BVM and regarded as a regional settlement in the Cape Winelands. De Doorns and Rawsonville are denoted as local towns, providing economic opportunities and local administrative services and Touws River as a rural town, focused on meeting the daily needs of the agricultural sector in particular. The focus of the HSP is on all the areas of the Breede Valley, with Worcester receiving more focus due to opportunities that exist.

Project Information						PPC Information		Planned Project Totals		
	Municipality	Project Name	Planned Total Sites	Planned Total Units	Planned Total Others	Technical Readiness Assessment	PPC recommended readiness year	Planned Total Sites	Planned Total Units	Planned Total Others
	Breede Valley	2027(6): De Doorns (1 400 units) IRDP	0	1400	0	Yes	2014/15	0	1 400	0
	Breede Valley	2027/1056: De Doorns (1 482 units) UISP	0	1 482	0	Yes	2014/15	0	1 482	0
	Breede Valley	2027/1056: De Doorns (1 482 services) UISP	1 482	0	0	Yes	2014/15	1 482	0	0
	Breede Valley	2104(12): Worcester Zwelethemba Phase 2A (242 units) IRDP	0	242	0	Yes	2014/15	0	242	0
	Breede Valley	2104(14): Worcester Old Mandela Square (331 units) PHP	0	331	0	Yes	2014/15	0	331	0
	Breede Valley	3168.01: Rawsonville De Nova (74 services) IRDP	74	0	0	Yes	2014/15	74	0	0
	Breede Valley	3168.02: Rawsonville De Nova (74 units) IRDP	0	74	0	Yes	2014/15	0	74	0
	Breede Valley	3242.01: De Doorns Sunnyside Orchards (109 services) IRDP	109	0	0	Yes	2014/15	109	0	0
	Breede Valley	3242.02: De Doorns Sunnyside Orchards (109 units) IRDP	0	109	0	Yes	2014/15	0	109	0

	Breede Valley	3243: Touws River (Land Acquisition) and (200 services and 200 units) IRDP	-	-	-	Yes	2014/15	-	-	-
	Breede Valley	3243.xx: Touws River (200 services) IRDP	200	0	0	No	2016/17	200	0	0
	Breede Valley	3243.xx: Touws River (200 units) IRDP	0	200	0	No	2016/17	0	200	0
	Breede Valley	3252 : Worcester Avian Park Erf 11810 (200 services) IRDP and (200 units) FLISP	-	-	-	No	2016/17	-	-	-
	Breede Valley	3252.xx : Worcester Avian Park Erf 11810 (200 services) IRDP	200	0	0	No	2016/17	200	0	0
	Breede Valley	3252.xx : Worcester Avian Park Erf 11810 (200 units) FLISP	0	200	0	No	2016/17	0	200	0
	Breede Valley	3253 : Worcester De la Bat Portion Erf 1 (200 services and 200 units) IRDP	-	-	-	No	2017/18	-	-	-
	Breede Valley	3253.xx : Worcester De la Bat Portion Erf 1 (200 services) IRDP	200	0	0	No	2017/18	200	0	0
	Breede Valley	3253.xx : Worcester De la Bat Portion Erf 1 (200 units) IRDP	0	200	0	No	2017/18	0	200	0
	Breede Valley	3254 : Worcester Transhex (8280 services and 7020 units) IRDP	-	-	-	No	2015/16	-	-	-
	Breede Valley	3254.xx : Worcester Transhex (7020 units) IRDP	0	7020	0	No	2015/16	0	7020	0
	Breede Valley	3254.xx : Worcester Transhex (8280 services) IRDP	8280	0	0	No	2015/16	8280	0	0
	Breede Valley	3255 : Worcester New Mandela Park (1800 services and 1800 units) IRDP	-	-	-	Yes	2015/16	-	-	-
	Breede Valley	3255.xx : Worcester New Mandela Park (1800 units) IRDP	1800	0	0	Yes	2015/16	1800	0	0
	Breede Valley	3255.xx : Worcester New Mandela Park (1800 units) IRDP	0	1800	0	Yes	2015/16	0	1800	0
	Breede Valley	3451 : Worcester Avian Park (708 units) IRDP	-	-	-	Yes	2015/16	-	-	-

	Breede Valley	3451.xx : Worcester Avian Park (708 units) IRDP	0	708	0	Yes	2015/16	0	708	0
	Breede Valley	3452 : Worcester Dirkie Uys St Portion Erf 1/23478 (141 services) IRDP and (141 units) FLISP	-	-	-	No	2018/19	-	-	-
	Breede Valley	3452.xx : Worcester Dirkie Uys St Portion Erf 1/23478 (141 services) IRDP	141	0	0	No	2018/19	141	0	0
	Breede Valley	3452.xx : Worcester Dirkie Uys St Portion Erf 1/23478 (141 units) FLISP	0	141	0	No	2018/19	0	141	0
	Breede Valley	3453 : Worcester Fisher St Portion Erf 1/10253 (307 services and 307 units) IRDP	-	-	-	No	2019/20	-	-	-
	Breede Valley	3453.xx : Worcester Fisher St Portion Erf 1/10253 (307 services) IRDP	307	0	0	No	2019/20	307	0	0
	Breede Valley	3453.xx : Worcester Fisher St Portion Erf 1/10253 (307 units) IRDP	0	307	0	No	2019/20	0	307	0
	Breede Valley	3454 : Worcester Social Housing (unknown services) IRDP and (unknown units) SH	-	-	-	No	2019/20	-	-	-
	Breede Valley	3454.xx : Worcester Social Housing (unknown services) IRDP	0	0	0	No	2019/20	0	0	0
	Breede Valley	3454.xx : Worcester Social Housing (unknown units) SH	0	0	0	No	2019/20	0	0	0

TABLE 92: HUMAN SETTLEMENT PIPELINE

Human Settlement Development Grant: Allocated funding and agreement of delivery targets.

The allocation and targets per municipality have been amended according to the pipeline information as discussed and outlined above. The department has allocated the following funding to Breede Valley Municipality for the implementation of Human Settlement projects over the MTEF:

2015/16	R 43,662.000	
2016/17	R 60,240,000	(Indicative amount subject to approval of projects)
2017/18	R 94,000,000	(Indicative amount subject to approval of projects)

The attached annexure lists the proposed projects for the 2015/2016 financial year.

BREEDE VALLEY	**PLANNED 2015/16**		
De Doorns (1482) UISP			R 500
De Doorns (1400) IRDP			R 1 000
De Doorns Sunnyside Orchards	109		R 6 322
Old Mandela Square (331) PHP		30	R 3 600
New Mandela Square (1800) PHP		80	R 9 600
Avian Park (708)		105	R 12 600
Worcester Transhex (7300)			R 10 000
SUB-TOTAL	**109**	**215**	**R 43 622**

TABLE 93: HUMAN SETTLEMENT DEVELOPMENT GRANT: ALLOCATED FUNDING AND AGREEMENTS OF DELIVERY TARGETS

In the final analysis, it is evident that there is potential for the settlements in the Breede Valley Municipality to become more integrated and sustainable, and thus improving access to opportunities and the quality of life of its residents in the medium term. It is intended that this plan should ultimately be incorporated into the IDP, and be approved annually. The following map provides information of informal settlements within the municipal area:

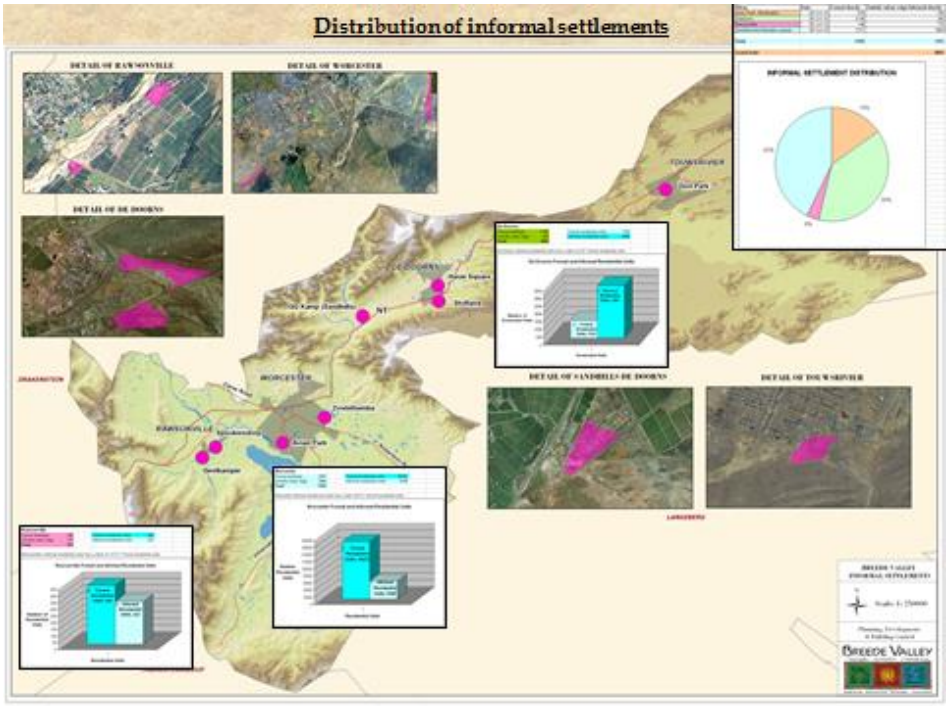


FIGURE 54: INFORMAL SETTLEMENT

The following maps provide a makro- and micro-analysis of housing developments within Breede Valley municipal service area:

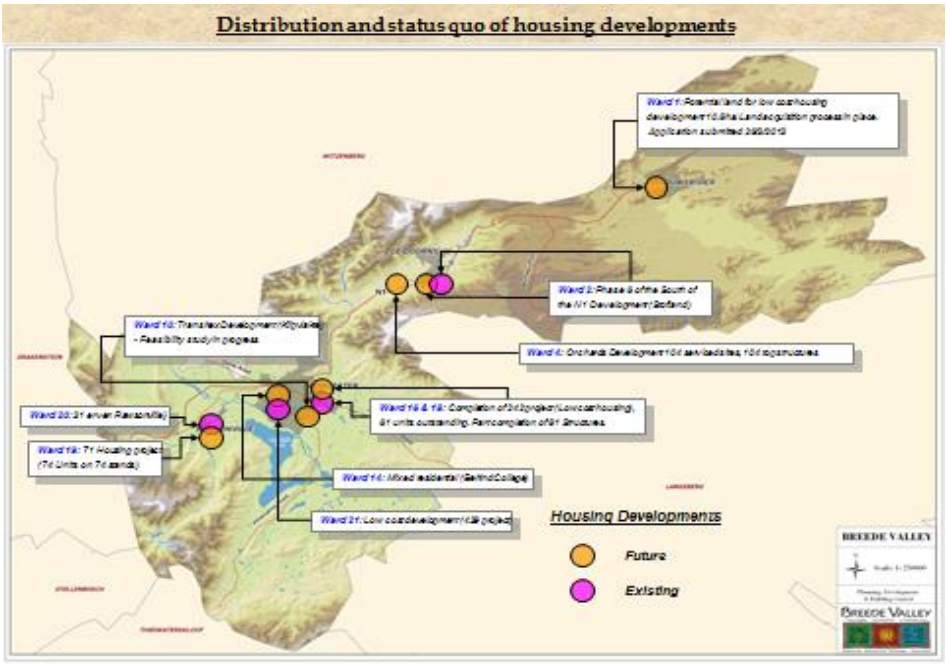


FIGURE 55: HOUSING DEVELOPMENT AREA

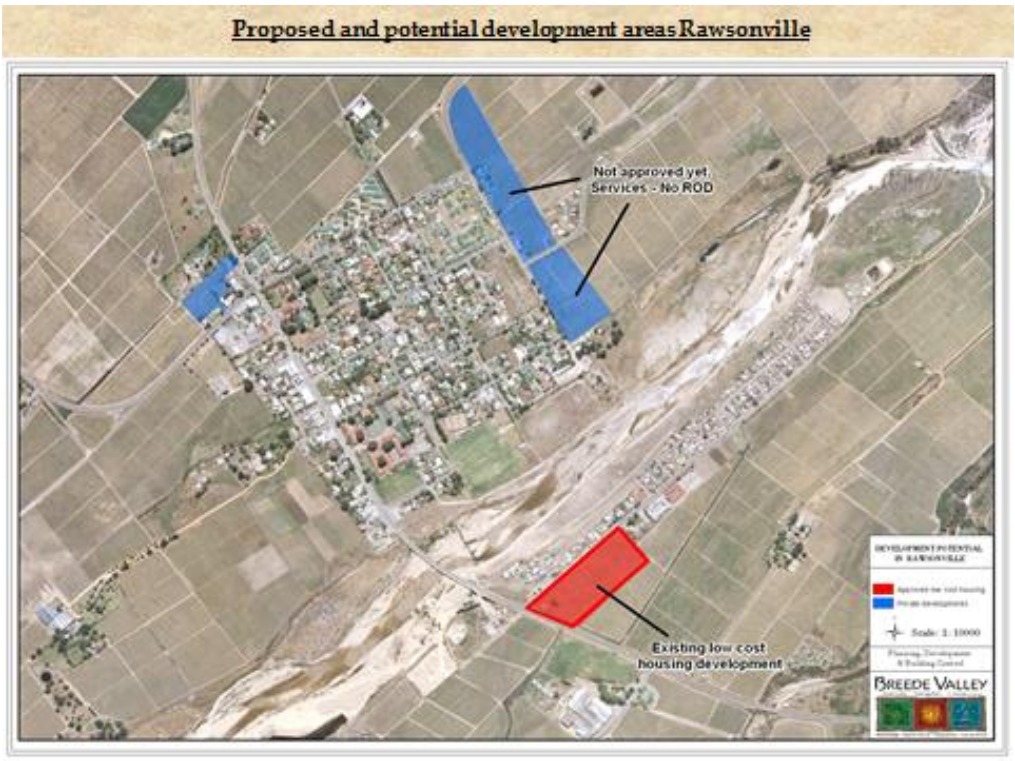


FIGURE 56: PROPOSED RAWSONVILLE DEVELOPMENT (SDF, 2013)

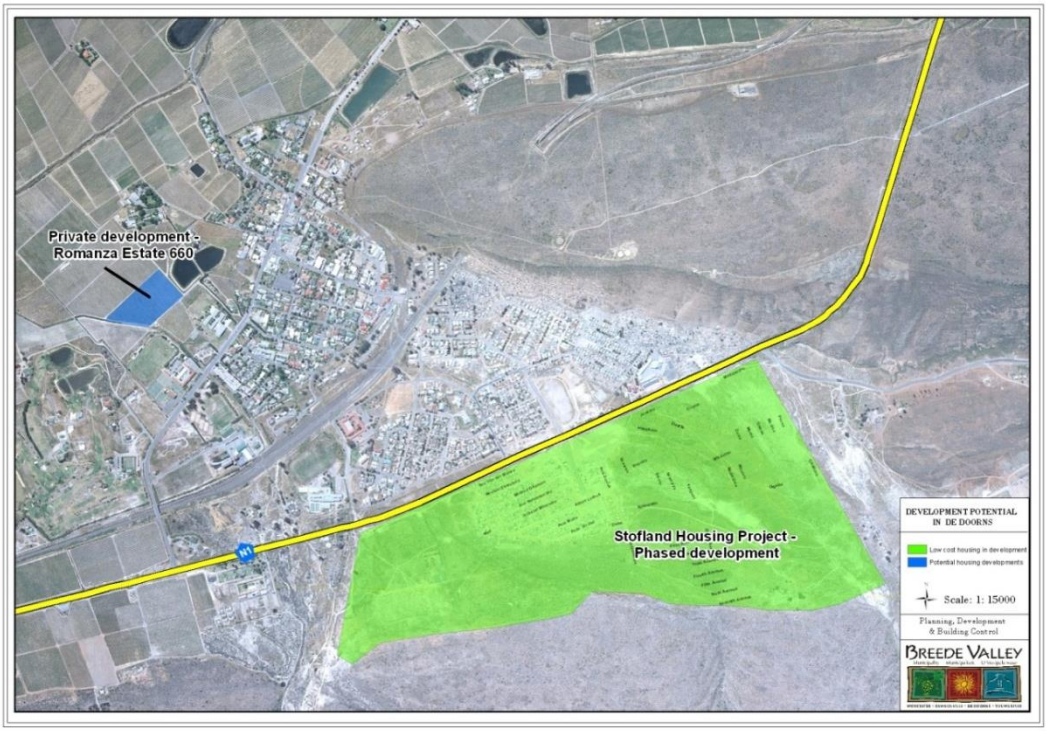


FIGURE 57: STOFLAND HOUSING PROJECT-PHASED DEVELOPMENT, WARD 2 (SDF, 2013)

8.4 Electricity

Breede Valley Municipality is responsible for electricity distribution and reticulation in the following areas: Worcester, De Doorns and Touws River where Rawsonville and all the surrounding farms within the municipal area are supplied directly from Eskom. Electricity and street lighting are provided to all formal areas or high-mast lights in municipal informal areas.

The municipality has four 66 kV substations in Worcester and two 11 kV electrical substations in De Doorns and Touws River each. The network is adequate and stable in all towns except Worcester, specifically Zwelethemba and Rolihlahla/Avian Park areas where there is limited capacity of bulk supply cables. There are regular overload trips of the network due to steady increase electricity usage in line with population growth. These areas / zones are rated high with regards to electricity theft and the electrical infrastructure is under very high strain.

This capacity is still adequate to cover the current demand for BVM's electricity jurisdiction. All informal settlements where township development has taken place have access to electricity. It is however a challenge to provide electricity where informal settlements outside the urban edge have settled and awaiting RDP housing.

Slight concerns were raise in delivery of future bulk capacity from Eskom to supply the new required demand to Worcester with regards to the rapid expansion required to accommodate the Transhex (housing) development, within the next 15 years. In line with provinces energy game changer initiatives Breede Valley Municipality is in the process to explore alternative energy sources to ensure continuity of Electricity supply to Worcester taking the economic and population growth into consideration. Small embedded generation is still in its infancy stage.

Furthermore developers have expressed their concern about the affordability of electricity which might compromise the economic viability of intended development or extension of their businesses.

The selling of electricity to end users makes up a significant portion of the income budget of the municipality and largely secures the financial viability of the institution. Our revenue protection program is focussing on the pre-paid metering to all residential units within the BVM area, with the eyes on smart metering for future implementation which is currently not feasible to BVM, whereby automatic control on load reduction to ensure continuity of supply in the future will be inevitable. BVM needs to relay the critical importance of revenue protection and energy loss identification; all relevant municipal stakeholders must consolidate efforts; Identification of technology constraints in the field; Increase of network efficiency; the implementation of a stringent consumer awareness campaign.

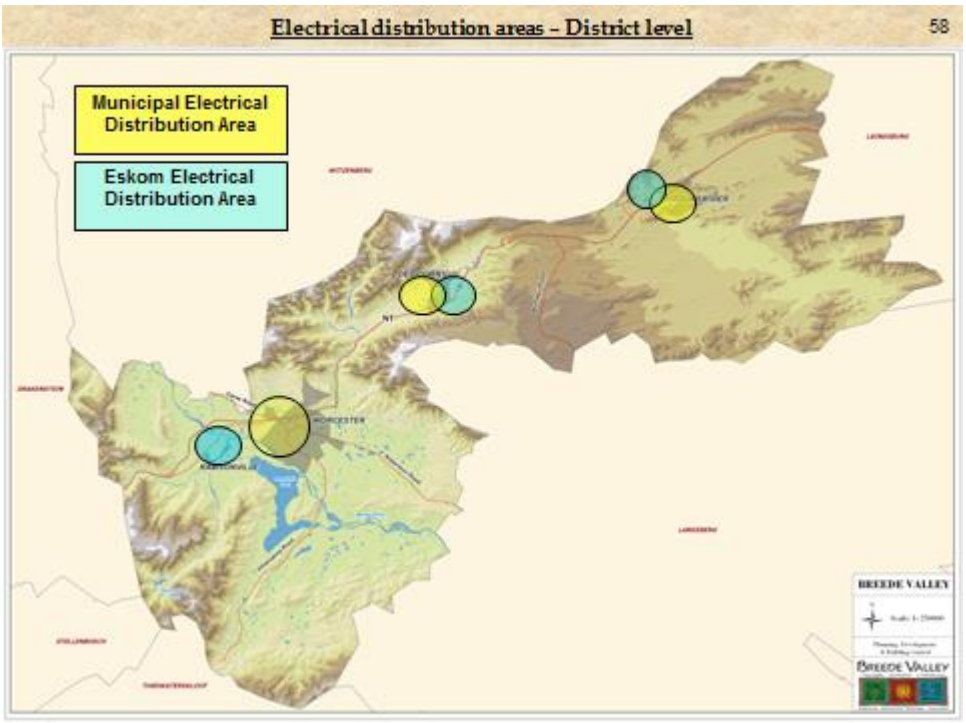


FIGURE 58: ELECTRICAL DISTRIBUTION AREAS

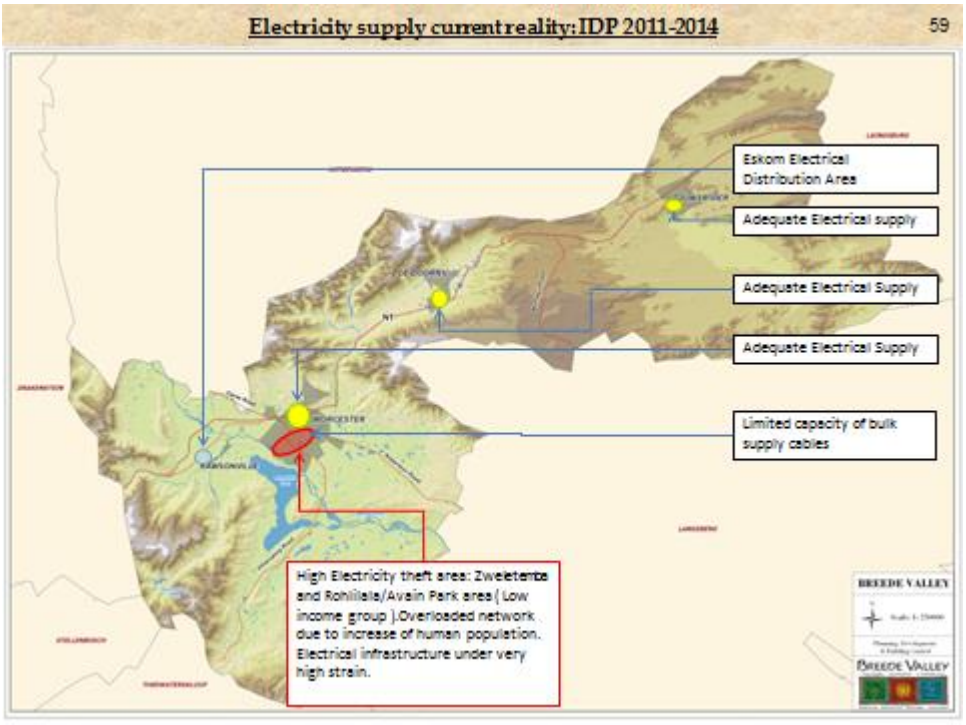

Electricity supply current reality: IDP 2011-2014
59
Eskom Electrical Distribution Area
Adequate Electrical supply
Adequate Electrical Supply
Adequate Electrical Supply
Limited capacity of bulk supply cables
High Electricity theft area: Zweletemba and Rohillela/Avain Park area (Low income group).Overloaded network due to increase of human population. Electrical infrastructure under very high strain.
BREEDE VALLEY

FIGURE 59: ELECTRICAL CURRENT SUPPLY

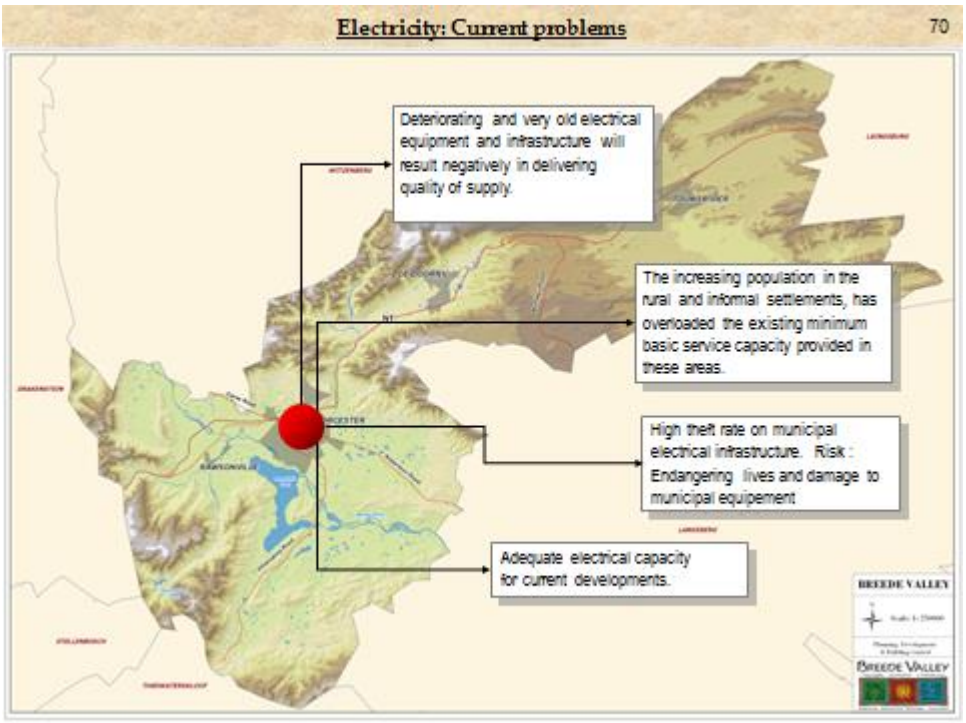
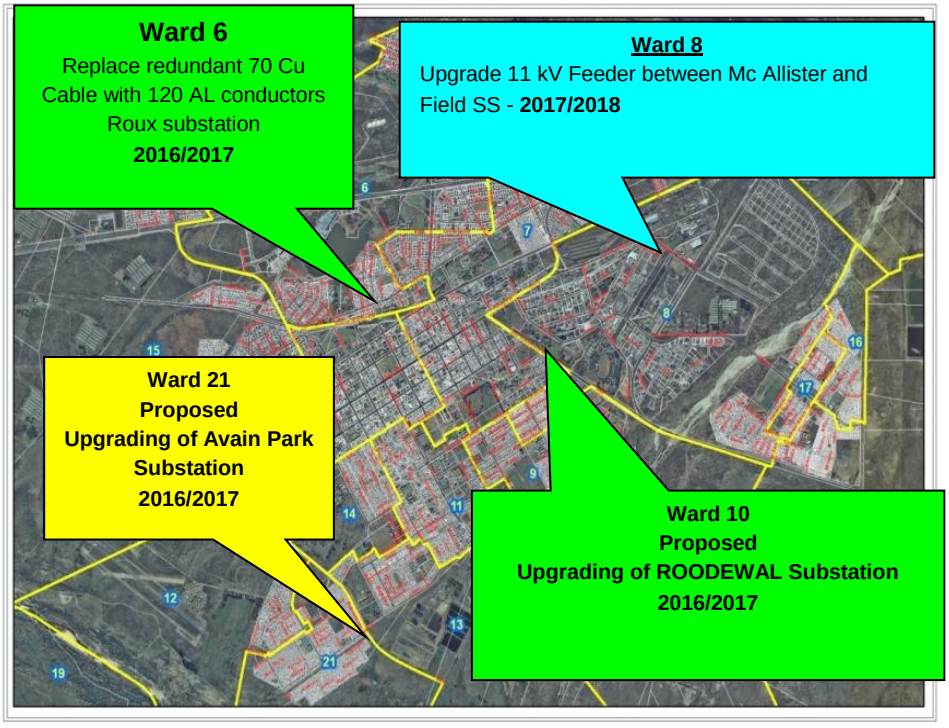
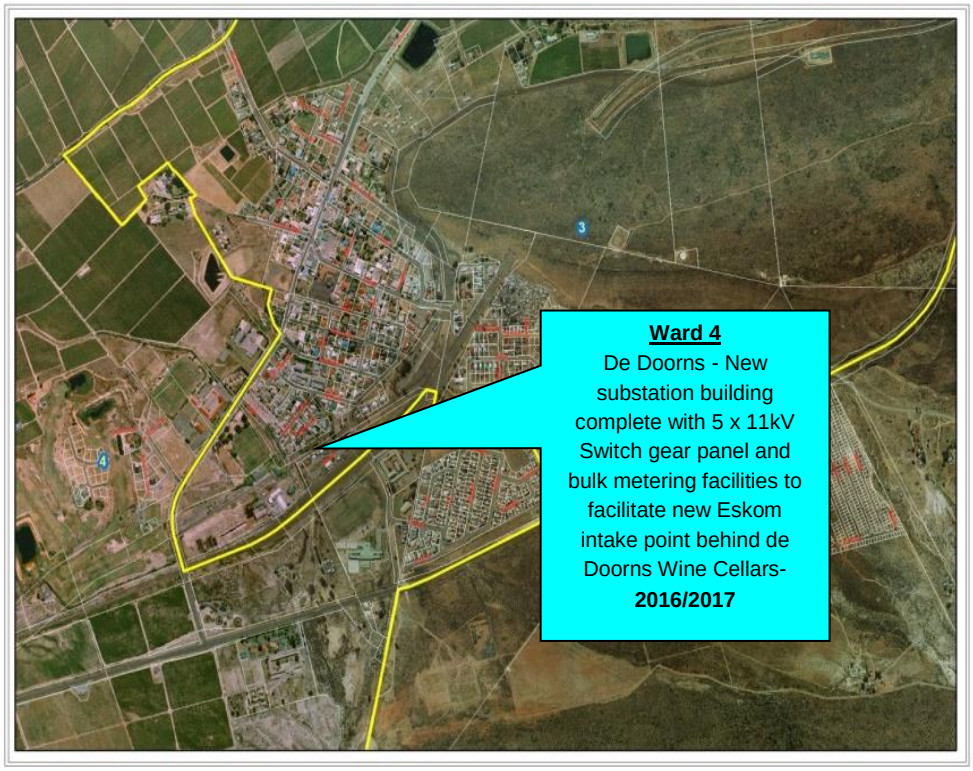

Electricity: Current problems
70
Deteriorating and very old electrical equipment and infrastructure will result negatively in delivering quality of supply.
The increasing population in the rural and informal settlements, has overloaded the existing minimum basic service capacity provided in these areas.
High theft rate on municipal electrical infrastructure. Risk : Endangering lives and damage to municipal equipement
Adequate electrical capacity for current developments.
BREEDE VALLEY

FIGURE 60: ELECTRICITY: CURRENT PROBLEMS




Ward 4
De Doorns - New substation building complete with 5 x 11kV Switch gear panel and bulk metering facilities to facilitate new Eskom intake point behind de Doorns Wine Cellars- 2016/2017

8.5 Waste management

8.5.1 Status quo in Breede Valley Municipality

(a) Touws River

Touws River is serviced by a 4-ton compactor truck, collecting solid waste daily from businesses and households. Collected waste is disposed of at the material recovery facility (MRF), diverted and reclaimed. Non-recyclable waste is disposed of on-site in 30 m^3 containers and hauled weekly by the municipality to the Worcester landfill site. Black refuse bags are distributed amongst residents and refuse is placed on pavements for weekly collection.

MRF / Transfer station

The MRF / transfer station is managed by a private local company Beirowplas who was appointed in accordance with a tender process. The value of the contract is R22 464 per month. An average of 9 021 kg recyclable material is diverted every month.

(b) De Doorns

Black refuse bags are distributed amongst residents or collected by them at the municipal offices in town. Refuse is collected from residential homes and businesses once a week and disposed of at the nearby licensed landfill site. Wheelie bins have been rolled out to all collection points in De Doorns.

Licensed landfill site

The landfill site near De Doorns has a license and for all practical reasons and is operating legally.

The Municipality has advertised and appointed a Professional Engineering Consulting Engineering Services to design and construct a Transfer Station and MRF next to De Doorns Waste Water Treatment Works.

The reason for the abovementioned new approach towards the handling of solid waste in De Doorns is because waste disposed of on site is regularly set alight by illegal pickers from the nearby informal settlements. This way of operating a landfill site is illegal and against all operational permit requirements for landfill sites. The presence of informal pickers on site also poses a very high risk to Mayco.

(c) Rawsonville

Vehicles from the Solid Waste depot in Worcester collect waste daily from businesses and residents, which is transported and disposed of at the Worcester Landfill Site. Black refuse bags are distributed to residential and commercial properties and placed on pavements for a weekly collection.

(d) Worcester

Businesses and some suburbs in Worcester have been issued with 240 ℓ and 770 ℓ wheelie bins, which are serviced regularly. The balance of residents receives 25 black refuse bags quarterly from the municipality.

Informal settlements

Skips have been placed at strategic places within informal settlements and these are serviced daily or as soon as the skips are full. A private company, Mr Skip Hire, is supplying and collecting the 3 m^3 skips. There are also 5 m^3 skips which are serviced by municipal trucks and a tractor, but unfortunately it is not a very reliable service. BVM has built some mini waste drop off facilities within Zwelethemba and Avian Park(Rohlihlahla) during 2015/16. The drop offs at Rohlihlahla informal settlement were totally destroyed by community members but the drop offs at Zwelethemba are working very well.

Recycling at source

The Paglande neighbourhood, Fair Way Heights, Van Riebeeck Park, Panorama, MeiringsPark, Bergzicht, RouxPark, JohnstonsPark I and II, Victoria Park are all neighborhoods participating in the project. Material collected by BVM and disposed of at ADP, Beirowplas and Mr Paper created 7 additional jobs in BVM. The next Phase will be to extend this project to neighbor towns.

Landfill site

The current landfill site has a remaining lifespan of approximately 2.5 years. After completion of a survey during

March 2011 by Jan Palm Consulting Engineering, it was found that the Worcester landfill site receives approximately 18 500 tons of solid waste per annum. Should the current disposal trend continue, without any waste minimization practices in place, the landfill site should reach its capacity by May 2018.

The site is a daily workplace for approximately 60 informal pickers who search for valuable items to be reclaimed and sold to dealers. All incoming waste is disposed of in one area, then compacted and covered with filling material, which is insufficient to comply with acceptable practices. No monitoring (samples from boreholes) is currently taking place because the boreholes are filled with rock and sand. This was done by some of the informal pickers on site. BVM has some challenges with these informal pickers on site who just do not want to adhere to discipline and rules.

Street cleaning

Street cleaning in the CBD is done by a private and a tender was awarded until 30 June 2017 to Beirowplas . 16 workers with street trolleys are operating daily in the CBD to sweep, clean and empty street refuse bins on pavements.

Illegal dumping

The department makes use of trucks with a crane mechanism to collect and remove illegally dumped material as and when required.

Concrete triangle refuse bins / New polywood Double Street refuse bins

Approval was granted on 12 October 2012 for Combo Signs (Pty) Ltd to be appointed as a service provider for the "supply and placement of street refuse bins" within the Breede Valley municipal boundary. The contract will expire on 28 February 2016 where after the contractor are still allowed to have the bins on the pavements until 30 June 2016. BVM has awarded a tender to Primwood Company for the manufacturing and delivering of 150 double bin polywood street refuse bins. Neighboring towns each receives 10 street refuse bins which has been manufactured from saw dust and recycled plastic.

8.5.2 Future planning for solid waste management: Implementing an integrated solid waste management strategy within the Breede Valley municipal area

During 2008, a new Solid Waste Management Act (Act 59 of 2008) was promulgated and amended during 2012, which resulted in a new integrated solid waste management approach in South Africa.

It is therefore imperative for Breede Valley Municipality to implement the following recommendations with regard to solid waste management in order to comply with the new Solid Waste Management Act and to take part in the annual provincial and national Greenest Town competition.

Future planning and recommendations

8.5.2.1 Touws River transfer station/MRF

The status quo can be maintained until the contract with Beirowplas for managing the MRF expires at the end of June 2015. The municipality handles collection services at all properties and the haulage of 30 m^3 containers. The haulage of these containers from Touws River, De Doorns and Rawsonville could in future be outsourced to a private company to ensure a more cost-effective service.

8.5.2.2 Refuse collection in De Doorns

De Doorns will soon be provided with 240 ℓ wheelie bins, which were funded by the capital budget for the 2014/2015 financial year. A 19 m^3 refuse compactor that was purchased in the previous financial year and has been transferred permanently to De Doorns. Collected waste still gets disposed at De Doorns landfill site but will in the nearby future be disposed and recycled at De Doorns transfer station and MRF and be transported to Worcester landfill site within 30 m3 containers by BVM.

8.5.2.3 Landfill site: De Doorns

The landfill site should only be used for the disposal of garden/green waste and building rubble. The site should eventually be closed and rehabilitated. A small transfer station/MRF, similar to the one at Touws River, will be constructed and managed by existing municipal staff in De Doorns. Collection services and the distribution of recycling bags should remain a municipal function. A private contractor should be contracted in future to chip green waste and crush building rubble at the proposed transfer station.

8.5.2.4 Solid waste collection services in Worcester

The status quo of municipal vehicles currently collecting all business and residential solid waste should be maintained. Collection vehicles must be upgraded as a matter of urgency to reduce maintenance cost and overtime. Two new 19m2 refuse compactors have been purchased by BVM and is awaiting delivery during March 2016.

8.5.2.5 Recycling at source in Breede Valley

The existing contract between Beirowplas and Breede Valley Municipality expires on 31 January 2015. As of 1 February 2015, the department has utilized existing staff , EPWP workers and equipment to distribute, collect and transport recycle bags from residential properties. New clear recycling bags has been issued for each full bag of recyclable material to participating neighborhoods. Full bags with recycle material are placed on pavements on the day of collection next to the black refuse bags or wheelie bins and will be collected by a dedicated municipal truck.

Recycling bags obtained from household are delivered free of charge to local recycling businesses in Worcester. Local companies receiving these bags have been requested to provide the municipality with monthly statistics on quantities recycled and additional jobs created by the project.

It was the intention of the department, after marketing and public awareness campaigns were done, to proceed early in 2015 with the recycling at source project in Paglande, as well as the following neighborhoods':

- Johnson Park 1, 2
- Worcester Wes
- Panorama
- Fairway Heights
- Bloekombos
- Van Riebeeck Park
- Hex Park and
- Langerug
- Victoria Park
- Meirings Park, Bergzicht
- Rouxpark

During the awareness campaigns, every resident has received a clear bag, a pen, fridge magnet and an information pamphlet about recyclable items. A "Recycling Hotline" telephone number and the name of Breede Valley Municipality have been printed on the bags. On collection day new bags have been tied around the entrance gates or mail box in exchanged for a full bag of recyclable material. Should a resident not place a full bag of recyclable material for collection, no new clear has been provided. Bags however are available at the department's offices.

After a few months, the project has been reviewed and expanded to other suburbs as mentioned. It is very important to take small steps to ensure a successful and sustainable implementation process, instead of accommodating all suburbs and failing in service delivery.

8.5.2.6 Education in disadvantaged areas

With the cooperation of NGO's, government departments and local businesses, Breede Valley Municipality has established and educational programmes on waste management in schools. The mascot Bin Bin has been developed and is currently operating at schools and ceremonies within towns .Bin Bin has become a hero to young and old in BVM with her "war on waste" and to convince people to start with waste minimization practices.

8.5.2.7 Swop shops project within disadvantaged areas

The solid waste and area cleaning department is involved with Worcester Christian Gemeente with the

establishment and management of the Swop Shop in Avain Park. The department has donated R16000 to the Swop Shop for educational purpose. Material was bought with the money which is exchanged for bags with recyclable material. The department is currently also involved with the establishment of a similar Swop Shop in Zwelethemba. With the assistance of GRW , a local company , a ship container was donated and established on the sports field in Zwelethemba. The department will also donate R16000 to the Swop Shop as soon as it is up and running by the local community.

The swop shop project is a very good education tool to encourage communities to clean their own environment.

8.5.2.8 Municipal waste drop-off facilities/skips

The only solid waste management services rendered within informal settlements are the provision and servicing of 3 - 10 m^3 skips (containers) which are placed at strategic points. Residents are expected to dispose of their waste and unwanted material in the skip bins.

The average height of a skip bin is about 1,5 m. Normally it is the women and children who dispose of waste at skips and, due to the height of the skip, 60% of waste gets placed next to the skip, instead of inside. The solution to this challenge is to build mini drop-off facilities in the informal settlements and townships where residents could dispose of their solid waste on a ground-level surface.

The drop-off facilities will make provision for a skip to be placed in a structure with cement steps to make it easier for residents to dispose of their waste. The department, in conjunction with Mr C Smal from the Municipal Manager's office, has constructed 4 mini waste drop of facilities in Zwelethemba and Avian Park.

8.5.2.9 Expanded Public Works Programme (EPWP) area cleaning

One of the shortcomings in the suburbs of Breede Valley Municipality is the lack of proper area cleaning (street sweeping and litter collection) in all neighborhoods'. With the assistance of the EPWP section, the department has appointed individuals on the municipal database for jobless people to sweep the streets and pavements, do litter picking and remove alien vegetation.

Zwelethemba	20
Avian Park	10
Florian Park	6
Rapid Response Truck	6
Johnsons Park	6
Esselen Park	6

Roodewal	1
Riverview	1

TABLE 94: APPOINTMENTS FROM DATABASE FOR JOBLESS PEOPLE

8.5.2.12 Rapid response truck

A Rapid Response Unit has been established in the department, consisting of approximately six EPWP workers. The purpose of the unit is to react timeously to any complaints and/or requests for the removal of litter and refuse.

8.5.2.13 Worcester landfill site

The Worcester landfill site is currently managed and used exclusively by the Breede Valley Municipality. Although the facility is managed well, drastic changes were implemented to ensure compliance with the permit requirements, as well as the new legislation regarding solid waste management. The following changes have been implemented:

- Revise operational hours at the site in order to reduce overtime costs
- Rented a bulldozer and backhoe loader and a 10m3 tipper on site.
- Constructed a boom gate at the entrance to ensure access control
- Diverted waste into separate areas on the site for:
  - Garden / green waste
  - Building rubble
  - Mixed waste
  - Recyclable material

(Information letters were distributed amongst site users during September 2014 to advise them of the new integrated waste management approach and new operating hours.)

- Managed better the the ± 60 informal pickers on the site by:
  - Provided them with reflective jackets to be more visible on site
  - Provided them with rubber gloves
  - Not allowing children younger than 18 on site
  - Not allowing dogs / alcohol, etc. on site
  - Enforcing them to sign a register in the morning
- All the above mentioned management plans were implemented after several meetings with informal pickers during.

Although the pickers are illegal according to permit conditions, it is advised not to prohibit the pickers on site

due to possible violence and incendiarism, but rather to manage them. Some of the informal pickers could in future be accommodated within the Integrated Solid Waste Management programme of the municipality. Workers will then work for themselves but under municipal management. These workers will reclaim all recyclable materials from waste delivered to the proposed new transfer station / MRF and sell it to local buy-back centers on site, thereby generating a daily income for themselves. The workers will not be in the employment of the municipality and will not be paid by the municipality.

8.5.2.14 Transfer stations and MRFs and regional landfill site

After a survey by Jan Palm Consulting Engineering on behalf of the CWDM for possible future regional disposal sites, Worcester was identified as the preferred location for the construction of a regional landfill site for the eastern part of the Cape Winelands district area. According to the engineers, the license application process has commenced and was submitted to DEADP (2014). A new regional landfill site should thus be constructed next to the existing Worcester landfill site. Due to the fact that the regional site will be financed and managed by CWDM, Breede Valley Municipality will have to make use of the regional site for disposal purposes. An appeal was lodged against the application for a license. The appeal is currently with Minister Bredell and CWDM is awaiting the outcome.

Disposal tariffs will be implemented at the new site, which means that the municipality will have to pay to dispose of waste.

8.5.2.15 Providing transfer stations and MRFs

Global trends are to move towards regional landfill sites which are used by several municipalities from the surrounding areas, instead of individual sites. See paragraph 8.5.2.14 above. Due to the fact that Breede Valley Municipality will soon have to deliver all waste to the regional landfill site, it will become essential to provide appropriate drop-off and recycling facilities in the different towns.

It is therefore recommended to provide transfer stations and MRFs at the following locations:

- De Doorns – similar to the one in Touws River (cost ± R6m)
- Next to the Worcester landfill site (cost ± R16m)
- Drop-off facility in Rawsonville (cost ± R2m)

Unfortunately, farmers are still disposing of solid waste on the site and an alternative solution must be found in order to stop this practice.

Worcester landfill site should also have a transfer station and MRF where the public can safely dispose of waste into 30 m^3 containers. The public should be allowed to drive with their sedan vehicle into a building, offload their waste and recyclable material and drive off. The public should not be allowed onto the landfill

site at all. Only the contractors managing the landfill site should be allowed to empty the 30 m^3 containers.

8.5.2.17 Managing the landfill site and transfer stations/MRFs

It is the view of the department that the Worcester landfill site should be managed by a specialist service provider instead of the municipality itself. The operating cost should not exceed R250 000 per month including management fees, the chipping of vegetation and wood and the crushing of building rubble. This also means that BVM will not have to purchase or hire any equipment to perform its functions. However, the municipality should manage the transfer station/MRF with existing staff members. It is the view of the department that the proposed new transfer station and MRF in De Doorns as well as the existing one in Touws River should be managed by municipal staff.

8.5.2.18 Haulage of 30 m^3 containers from transfer stations to Worcester landfill site

The truck consists of a "horse and trailer" and is used to haul waste from Touws River to the Worcester landfill site. As soon as the transfer stations in De Doorns and Rawsonville are constructed and operational, the same truck can be used to collect and transport waste in 30 m^3 containers to the landfill site. Depending on the quantities of waste disposed, it might become necessary in future to purchase a second "horse and trailer".

MACRO SPATIAL ANALYSIS – LANDFILL SITES: WASTE MANAGEMENT

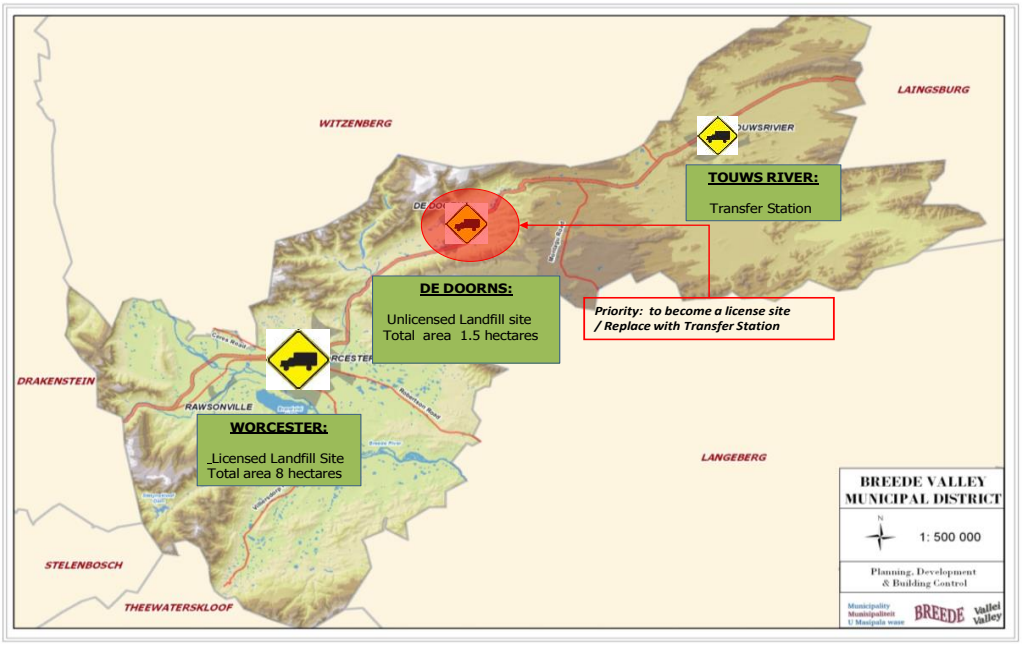


FIGURE 61: STATUS OF LANDFILL SITES

The Integrated Waste Management (IWM) Plan was reviewed and will be submitted for adoption and approval by Council after the new Council has been elected during 2016/17. New proposals made by the consultants in the IWMP for BVM were implemented and maintained.

8.6 Water supply and networks

Worcester and Rawsonville are supplied with water from the Stettynskloof Dam and the Fairy Glen Dam, with a total estimated yield of 26 000 ML/a. The current and future demands do not surpass the available yield. De Doorns is supplied with water from Grootkloof and Hex River Irrigation Board, with a total estimated yield of 850 ML/a. The current and future demand do surpass the available yield by 420 ML/a. Touws River is supplied with water from Waterkloof, Donkerkloof and Witklip borehole and springs, with a total estimated yield of 1 008 ML/a. The current and future demand do surpass the available yield by 192 ML/a.

Rawsonville		
Existing Pipelines		Existing Reservoirs and Towers
Bulk pipes	6 285	Rawsonville Reservoir
Network pipes	11 405	
Total (m)	17 760	
Worcester		
Existing Pipelines		Existing Reservoirs and Towers
Bulk pipes	46 620	De Koppen, Langerug, Preloads, Worcester West Sump, Worcester West Upper
Network pipes	314 280	
Total (m)	360 900	
De Doorns		
Existing Pipelines		Existing Reservoirs and Towers
Bulk pipes	11 660	De Doorns Lower, De Doorns Upper 1, De Doorns Upper 2, Orchard, N1 Reservoir 1, N1 Reservoir 1, Stofland Reservoir
Network pipes	46 970	
Total (m)	58 630	
Touws River		
Existing Pipelines		Existing Reservoirs and Towers
Bulk pipes	56 600	Crescent Lower, Crescent Lower Steenvliet
Network pipes	31 455	
Total (m)	88 055	

TABLE 95: EXISTING PIPELINE, RESERVOIRS AND TOWERS

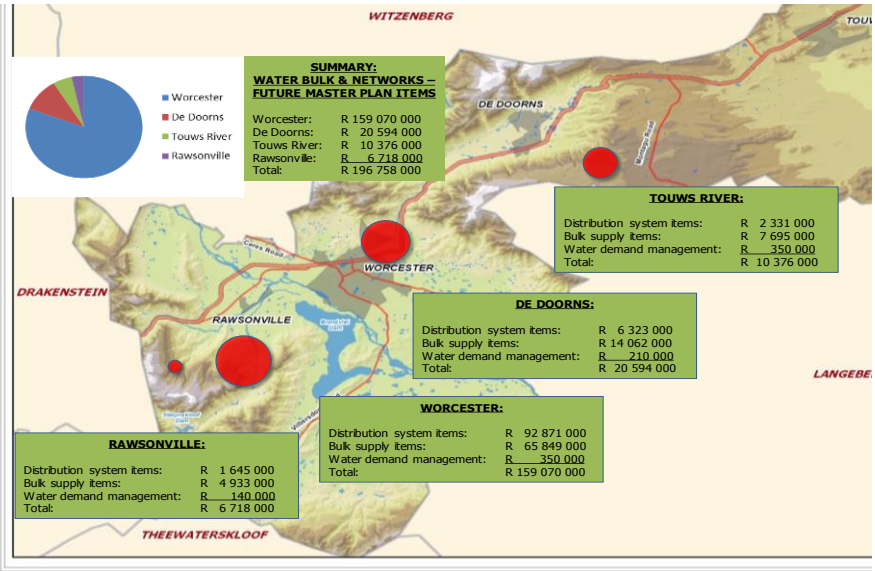

WITZENBERG
DE DOORNS
WORCESTER
DRAKENSTEIN
RAWSONVILLE
THEEWATERSKLOOF
Worcester
De Doorns
Touws River
Rawsonville
SUMMARY:
WATER BULK & NETWORKS – FUTURE MASTER PLAN ITEMS
Worcester: R 159 070 000
De Doorns: R 20 594 000
Touws River: R 10 376 000
Rawsonville: R 6 718 000
Total: R 196 758 000
TOUWS RIVER:
Distribution system items: R 2 331 000
Bulk supply items: R 7 695 000
Water demand management: R 350 000
Total: R 10 376 000
DE DOORNS:
Distribution system items: R 6 323 000
Bulk supply items: R 14 062 000
Water demand management: R 210 000
Total: R 20 594 000
WORCESTER:
Distribution system items: R 92 871 000
Bulk supply items: R 65 849 000
Water demand management: R 350 000
Total: R 159 070 000
RAWSONVILLE:
Distribution system items: R 1 645 000
Bulk supply items: R 4 933 000
Water demand management: R 140 000
Total: R 6 718 000

FIGURE 62: COSTING OF BULK WATER AND NETWORKS

8.7 Sewerage network and purification

The majority of erven in the municipal service area are connected to a waterborne sanitation system, while the remaining households make use of septic tanks. The sewer system is in a fair condition. A phased replacement programme has been initiated and is rolled out in accordance with the dictates of the budget. Breede Valley Municipality has waste water treatment plants in each of the four towns with the following capacity.

Existing Waste Water Treatments Plants (WWTP) Capacity		Existing Pipelines (gravity and rising mains)
Rawsonville	420 kl/d	11.1km
Worcester	30 000 kl/d	269.3km
De Doorns	2345 kl/d	51.2km
Touws River	840 kl/d	22.7km
Total	**33 665 kl/d**	**354.3km**

TABLE 96: WWTP CAPACITY AND EXISTING PIPELINES (BVM TECHNICAL SERVICES DEPT. 2015)

SEWER (BULK & NETWORKS) – FUTURE MASTER PLAN ITEMS

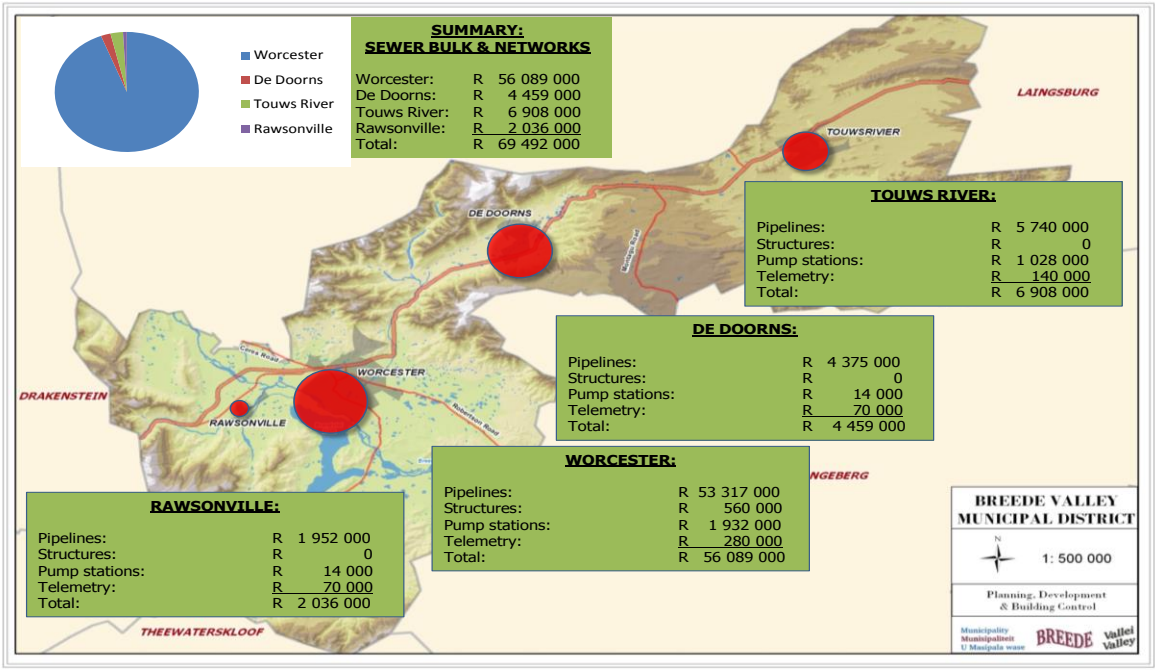


FIGURE 63: COSTING OF SEWER BULK AND NETWORKS

8.8 Municipal roads

Breede Valley Municipality is responsible for the roads and storm water reticulation within the towns of the established municipal area. Roads outside the town area are the responsibility of the Cape Winelands District Municipality. The municipality also has a national road, namely the N1, running past Rawsonville and through Worcester, De Doorns and Touws River and it has a significant impact on traffic and the maintenance of the roads in these towns.

The budget for the rehabilitation (resurfacing) of roads for 2014/2015 was R 20,404,986.00 and for 2015/2016 it was R 6,685,394.00. The priority list for the rehabilitation and maintenance of roads is available on the pavement management system.

The following table provides an overview of the total kilometers of roads maintained and constructed:

Tarred Roads				
Financial year	**Total km tarred roads**	**Km of new tar roads constructed**	**Km existing tar roads resurfaced**	**Km tar roads maintained**
2013/2014	323.10	0.53	6.354	323.10

Tarred Roads				
Financial year	**Total km tarred roads**	**Km of new tar roads constructed**	**Km existing tar roads resurfaced**	**Km tar roads maintained**
2014/2015	323.63	0.87	14.99	323.63
2015/2016	324,50	0.83	5.55	324.50
Gravel Roads				
Financial year	**Total km gravel roads**	**Km new gravel roads constructed**	**Km gravel roads upgraded to tar**	**Km gravel roads graded/maintained Km gravel roads maintained**
2013/2014	40.3	1.2	0.53	40.3
2014/2015	40.97	0	0.87	40.97
2015/2016	40.97	0	3.0 (See Note 1)	40.97

Note 1: Work in progress and must be verified at end of 2015/2016 financial year

TABLE 97: TARRED AND GRAVEL ROADS 2013/2014 AND 2014/2015

8.9 Parks and sports fields

The municipality maintains public parks in all four towns within its service area, with the square metres totalling 633 000 m², the equivalent of 126 rugby fields.

Town	Area to be maintained m²	Future developments / extensions	New estimated costs
Rawsonville	50 000 m²	20 000 m²	R 1,000,000
Worcester	473 000 m²	60 000 m²	R 3,000,000
De Doorns	50 000 m²	20 000 m²	R 1,000,000
Touws River	60 000 m²	10 000 m²	R500,000
Total	**633 000 m²**	**110 000 m²**	**R5,500,000**

TABLE 98: SQUARE METRES OF PARKS MAINTAINED, FUTURE DEVELOPMENTS AND COSTS (REMAIN THE SAME AS 2013/2014)

The municipality maintains sport fields in three of the four towns within its service area, with the square metres totalling 469 000 m². The current sport fields in De Doorns are not operational and the infrastructure is depleted.

Town	Area to be maintained m²	Future developments / extensions	New Estimated costs
Rawsonville	30 000 m²	10 000 m²	R 1,000,000
Worcester	369 000 m²	20 000 m²	R 2,000,000
De Doorns	0 m²	20 000 m²	R 2,000,000
Touws River	70 000 m²	20 000 m²	R2,000,000
Total	**469 000 m²**	**70 000 m²**	**R7,000,000**

TABLE 99: SQUARE METRES OF SPORTS FIELDS MAINTAINED, FUTURE DEVELOPMENTS AND COSTS

SPORTS FIELDS - FUTURE

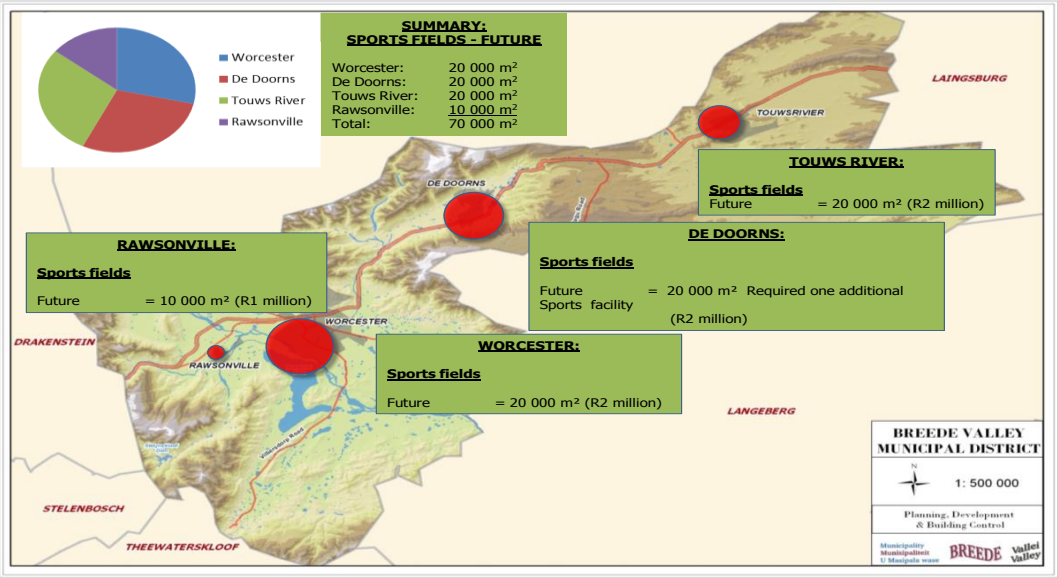


FIGURE 64: SPORT FIELDS - FUTURE NEEDS

8.10 Cemeteries

The municipality maintains a total of twelve cemeteries in the four towns within its service area. The table below provides information pertaining to the status and future needs:

Town	No of Cemeteries	Capacity Status	Cost
Rawsonville	3	2 reached capacity	R 5,000,000
Worcester	5	1 reached capacity	-
De Doorns	2	1 reached capacity	R 5,000,000
Touws River	2	1 reached capacity	R 5,000,000
Total	**12**	**5**	**R 15,000,000**

TABLE 100: NUMBER OF CEMETERIES, CAPACITY STATUS AND COSTS (REMAIN THE SAME AS 2013/2014)

8.11 Traffic and libraries

The municipality handles motor registrations and licensing on an agency basis for the WCPG. Stringent legislative requirements (time limitations) have to be followed. These time constrains sometimes have a negative impact on service delivery. Driver's licences are also issued on an agency basis and testing consists of a yard test (parking) and a road test (practical driving). Stringent legislative requirements (time limitations) also impede negatively on service delivery. The renewal of driver's licence cards have an impact on service delivery as the public has to wait in queues for an eye test. Law enforcement strategies were increased to address all type of offences. We have experienced a decrease in the number of fatalities due to increased law enforcement on moving violations. Speed over distance was also introduced on the N1 between Touws River and Laingsburg.

The table below indicates the number of libraries and community libraries within the municipal service area. A community library is a project developed to render a library/information service in the more rural areas/communities or even communities within the boundaries of a town but far from the nearest library. Needs for community library projects are identified by rural communities and become a joint venture between the Provincial Library Service, local municipalities and members of the rural community. A community library was opened in Overhex community hall (June 2014). A library is planned for Avian Park and the completion date will be June 2016. A modular library will be established on the Slanghoek Primary School grounds by end of June 2015 and will replace the current Wheelie Wagon project. The upgrading of ablution facilities at Touws River Library will also be completed by the end of June 2015.

Town	Libraries	Community Libraries (Rural Areas)
Rawsonville	1	2
Worcester	3	1 (June 2014)
De Doorns	1	2
Touws River	2	0
Total	**7**	**5**

TABLE 101: LIBRARY SERVICES

Regular meetings are held with officials from DCAS Library Services to discuss needs and give feedback on requests with regards to conditional grant funding. A draft business plan for conditional grant funding for 2015/2016 was submitted to the Provincial Library Service in October 2014. The requests in the business plan were incorporated in the submission for the municipal budget process for 2015/2016. Final allocations from the Provincial Library Services were submitted to the Breede Valley Municipality during January 2015. An amount of R11 376 000 will be transferred to the municipality on 1 July 2015, which will be allocated as follows:

- R2 000 000 for the new library project in Avian Park. This is the second phase funding.

- R2 000 000 as the initial funding for the upgrading of the Worcester Library.
- R320 000 for two book detection systems.
- R6 806 000 to contribute to the municipality's library staffing cost.
- R250 000 for small capital projects as prioritised by the library manager.

8.12.1 Unobuntu Thusong Service Centre Breede Valley Municipality

1. Background

Many South Africans are faced with the challenge of eradicating poverty. It is not only a poverty of a materialistic nature concerned with daily survival, but a poverty of information to develop them.

The information people need to improve themselves and their lives, irrespective of where they are, is often kept in offices of executives and are written in publications in languages foreign to the people it intends to serve. It is under these circumstances that our people are referred from pillar to post, often at great expense and across long distances, for services they rightly deserve.

Therefore, in 1997, the Unobuntu Thusong Service Centre was launched in the community of Zwelethemba to service the Breede Valley to a certain extent with the objectives to: Identify community information and social needs, facilitate access to government services, provide useful information to communities, provide a platform for two-way dialogue between government and people, enhance the decentralisation of services, ensure proper management of government resources (financial and human) and ensure a responsive government.

It is with these objectives in mind that our Thusong Centre has endeavoured for almost 19 years to not only give our community members access to information, but to try and address the issue of poverty by empowering our youth, women, disabled and other vulnerable groups in our community.

The Thusong Centre turned over a new leaf in 2014 with new management, new ideas and fresh initiatives and the impact of these changes can already be felt. The building is currently undergoing maintenance for the first time, access control is implemented on a daily basis, an events calendar was drawn up and three events have already taken place.

The centre complies with all guidelines from the provincial office in an attempt to get our administration in order and keep it up to date. Since implementing the access control system, there has been an increase in the number of visits per day and per month from a mere 460 in September 2014 to a total of 1 205 in December 2014 and a total of 1 681 visits during January 2015. These figures are a clear indication of the success of the systems put in place at the centre. General and routine cleaning

take place according to a schedule and members of the public extended that gratitude towards the staff for the extra effort they've put in.

In addition to ensuring that the centre is well maintained, effective plans and programmes need to be implemented. The events calendar has been drafted to not only draw more visitors, but also to deliver a better and higher standard of service to our people. Our focus is therefore not on the number of visits to the centre, but rather on the number of satisfied customers after their visit to the centre. For this reason it is critical that all tenants or service providers understand that it is crucially important that the quality of services they provide to the community are above standard in order for us to achieve this objective.

2. The purpose of the Thusong Service Centre

The Thusong Service Centre is better known as the MPCC (multi-purpose community centre) which in itself indicates that the centre was designed and built to serve more than one purpose. The Thusong Service Centre was built to become the one-stop shop for our community and the Unobuntu Thusong Service Centre is committed to this vision.

3. How do we contribute to this purpose?

We intend to contribute to this purpose by going back to the basics, which is to ensure that we create an environment where the public can receive the services they need at little or no expense. To guide us in this, certain changes had to be made and these small adjustments are currently allowing us to achieve better results in most areas of the Thusong Centre. The newly appointed Coordinator ensures that the new systems and procedures are functional and monitored on a daily basis and by doing so, we strive to perform well and achieve good results with a committed workforce.

We can only serve our purpose if we deliver on the centre's objectives and ensure that we maintain good and healthy relationships with the stakeholders involved in our Thusong Centre. Based on the monthly reports submitted, we can see a significant change in the daily operation at the centre. Not only do we have more feet walking in and out of the centre, but we also have more departments becoming interested in setting up an office and become part of this new journey we have embarked on.

The services offered at the centre includes –

- Cape Access E-centre
- Department of Local Government (CDW programme)
- Department of Communications (GCIS)
- Department of Social Development
- Postal Office
- BVM offices

- Hernell Funerals Services
- Zwelethemba Arts and Culture
- Sinethemba Support Group
- SASSA
- Community gym

Departments that showed interest in renting space the centre include:

- Department of Home Affairs
- Department of Cultural Affairs and Sport
- Department of Labour

This is a clear indication that we are moving in the right direction in terms of bringing the services closer to the people. We also host a number of community-based organisations on a daily basis that use the facility for free with the authorisation from the office of the Executive Mayor. This adds to the long list of things we do at the centre to ensure that we give everyone access to our facility, e.g. numerous groups and companies present their training at the centre and this helps us to market and attract more visitors to the centre on a daily basis.

Action Plan

Activity	Action taken	Progress	Comments
Competent, dedicated person in charge	• Community Development Officer appointed 1 Oct 2014 to head up the Department of Community Development • Thusong Centre Coordinator appointed 1 Nov 2014 to manage the TSC	100%	Appointments made as scheduled
Budget allocation	• Operational Grant Funding – R222 000 received from Provincial Department	100%	R132 578.22 available. 38.34 % spent as at end January
Maintenance responsibility	• TSC Coordinator assigned to oversee and implement maintenance at the centre	100%	Cleaning schedule in place
Access control / security	• Daily access control sheets are signed at security • Wendy house for security officer at the gate: procurement in progress • New fence installed around the centre		Access control sheets ensure that we are aware of the amount of clients that visit the centre
Vandalism	• Since new security measures were put in place, no incidents reported	100%	Security officers were instructed to patrol the entire building
Detailed annual activities programme	• Annual Events Calendar designed and submitted to Director and Province	100 %	
Management oversight (community)	• Advisory Board was established in January 2015 • Minutes and Attendance Register submitted	100%	Advisory board will assist with the marketing and other aspects of the TSC in conjunction with the Coordinator
Improvement of reporting (monitoring and evaluation)	• Monthly Reports submitted to CDO • Quarterly Report Submitted to Province	100 %	Monthly reports for Nov, Dec, Jan submitted 3rd Quarterly Report submitted 18 December 2014
Maintenance	• Maintenance programme was drawn up.	100 %	65% progress on implementing

programme	• Scheduled to be concluded by end of February		
Lease register (expiry dates of contracts)	• Lease register maintained • Current list of all tenants and their status submitted on monthly basis in monthly reports	100 %	List is up to date Constant communication with Finance and Legal department with regards to the status of all accounts of the tenants.
New business plan / business model	• Business plan under review		New business plan to be concluded before the planned re-launch on 27 March 2015

TABLE 102: ACTION PLAN – THUSONG CENTRE

4. Programme over the short to medium term includes:

1. Thusong Centre re-launch – 27 March 2015
2. Start with a mobile Thusong outreach programme
3. Host municipal outreach days
4. Formulation of partnerships with relevant stakeholders

5. How do we integrate service delivery?

At the Unobuntu Thusong Service Centre we believe that the service we offer must be of such a nature that any person who enters the facility will walk out fully satisfied with the service they received. Over the years, the Thusong Centre has in most cases become the first reporting office for community members. Some of the complaints and issues include blocked drains, burst water pipes and shack fires. We deal with most government departmental queries as well as municipal issues pertaining to the basic services in the community.

We play a key role in relaying these matters to the relevant departments and also assist community members regarding feedback on issues reported. It is equally important that we continue to provide this point of contact for the community, and also ensure that we continuously educate the public on certain matters and if we are not in a position to assist, we make sure that the clients get referred to the relevant department or official to assist them.

6. Assistance from the Department of Local Government, Directorate: Service Delivery Integration

The Thusong Centre received an operational grant of R222 000 in November 2014, which has enabled us to perform many operational and maintenance tasks over the last four months. We are accountable towards the DLG in terms of the spending of this grant and are required to attend all provincial engagements relating to the Thusong programme. We submit quarterly reports to province and monthly reports to the Director Community Services at the municipality.

7. Roll-out of Thusong Service Centre programme

At this point the focus and all attention is on getting the facility and the services we offer at the centre to a high standard that will be easy to achieve and maintain. Discussions between the centre and other partners have taken place on a few occasions to explore the possibility of making the centre more mobile. The provincial department currently has a mobile Thusong unit and is rolling out the mobile outreach programme in various other municipalities. Once we have the centre fully functional and ready, we would like to start with our own outreach programme for the Breede Valley. This will include services being extended to as far as Touws River and all the farms surrounding the valley. Due to the vast area of the Breede Valley, it is almost impossible for all communities to access the Thusong service, but we hope that with a mobile outreach programme we might begin to close the gap and also meet the needs of those individuals.

8. In conclusion

The Unobuntu Thusong Service Centre and all staff members have adopted a new attitude and a new look and mechanisms that will enable us to perform our duties better, to deliver a service of high quality to the public and make sure that we serve the people of Breede Valley. With proper planning and better financial support, we can take this Thusong Centre to greater heights.

With the formulation of partnerships, IGR and the commitment towards continued empowerment of the service providers we can achieve a lot more over a shorter period of time. We therefore urge all stakeholders and role-players to come to the table and join hands with us, so that we may take our Thusong Centre from strength to strength.

8.12 Breede Valley Community Safety Forum Project planning

No.	Possible CSF projects	Responsibility	Area
1.	Community Recycling projects - RSEP	Chris Smal	Avian Park
2.	Family violence awareness	Srg Van Zyl	Touws River/ Zion Park
3.	Sport Against Crime		Touws River
4.	Ikamvalethu programme - Youth Development	R Cupido, Vula Youth	Worcester
5.	Youth camps, environmental hikes, need basecamp	Wilfred Pheiffer	Worcester
6.	Hope and reconciliation: Ithemba - Schools - naughty learners programme, counselling to learners	Cllr Van Zyl	Breede Valley
7.	Wolwekloof Youth Project: Law Enforcement Officers	Wade/Chris	RSEP - region
8.	Safe sex awareness, access to opportunities to do awareness	Department of Health	Breede Valley
9.	Holiday programme: Walkathon	Shine the Way	RSEP area
10.	Mobile points in community to do community work Provision of assistance in communities to NGOs	SAPS	Worcester
11.	12-17 school dropouts - Social crime prevention programme in rural areas	Srg Van Zyl	Touws River
12.	Poverty reduction		Zwelethemba
13.	Mental slavery - counselling programme	Ethan	River Flats
14.	SASSA pay points monitoring	Albanie	Breede Valley
15.	Communication network to share information	Wilfred	Breede Valley

TABLE 103: PIPELINE OF CSF PROJECTS

No.	Short term	Area	Timeframes	Medium term	Area	Long-term	Area
1.	Walkathon	Worcester	02 April 2015	1. Survey on homeless BVM	Worcester CBD	CCTV Camera Project	Worcester CBD
2.	De Vlei	Worcester	8, 9 April 2015 Klein Plasie	2. Straatwerk Project	Worcester CBD	Court Project	Worcester
3.	Child Protection Month	Rawsonville	29 May 2015 Rawsonville	3. BMX bike track	RSEP	Increase of Police	Breede Valley
4.	Sports against crime SAPS	Touws River	April Holiday programme	4. Swop shop	RSEP	•	•
5.	Hope and Reconciliation	Worcester		5. Sexual education programme – ongoing	Breede Valley	•	•
6.	Safety Kiosk Basaar	Worcester	Easter weekend	6. Eco club establishment at all schools	Worcester	•	•
7.	Cleaning programme	RSEP		7. Transfer of skills	Zwelethemba	•	•
8.	Road Safety	Breede Valley		8. BVM Community Safety month	Breede Valley	•	•
9.	Inter-church Forum/ SAPS	Touws River	Easter weekend	9. Mobile quick response graffiti removal trailer	Breede Valley	•	•
10.	Contact Media	Worcester		10. Community Outdoor Movie project	Breede Valley	•	•
11.	Safety for older persons	Breede Valley		11. Community Safety Officer	Breede Valley		
12.	Press release for Easter weekend	Breede Valley		12. Law enforcement youth officers	Breede Valley		
				13. Safety Kiosks in all hotspots	Breede Valley		
				14. Constable Care project - All primary Schools	Breede Valley		
				15. Keeping our seniors safe	Breede Valley		
				16. Drug and alcohol abuse awareness training workshops	Breede Valley		
				17. Youth drop in zone	Breede Valley		
				18. Crime prevention through environmental design programme	Breede Valley		
				19. Out of Crime Grant programme	Breede Valley		
				20. Community corrections programme and projects	Breede Valley		
				21. Road Safety campaign	Breede Valley		
				22. Sport against crime project	Breede Valley		

TABLE 104: COMMUNITY SAFETY INTERVENTIONS

8.13 Records management

Good governance depends on government's ability to function efficiently and effectively. All governmental bodies need to have ready access to the information they require to perform their services to the public in an accountable manner. Records that are correctly arranged and stored are easily accessible and facilitate transparency and accountability that are the cornerstones of democracy.

The implementation of an effective disposal programme enables a body to dispose of its records regularly either by transferring the archival records to an archives repository or by disposing of the non-archival records when they are no longer required for administrative, legal or other functional purposes. Records require storage conditions and handling processes that take into account their specific physical and chemical properties. Storage conditions and handling processes should be designed to protect records from unauthorised access, loss, damage, destruction, theft and disaster. The records management programme should be staffed by personnel with appropriate skills and knowledge to ensure that it is effective, efficient, transparent and accountable. The records management programme should be regularly monitored to ensure that it is effective and that it meets the requirements of the National Archives and Records Service of South Africa Act.

Purpose

Western Cape Archives and Record Service requires Breede Valley Municipality to manage its records in a well-structured record keeping system, and to put the necessary policies and procedures in place to ensure that its record keeping and records management practices comply with the requirements of the Provincial Archives and Records Service of the Western Cape Act 2005 (Act No. 3 of 2005). Information is a resource of the same importance to good management as other standard resources like people, money and facilities. The information resources of Breede Valley Municipality must therefore be managed as a valuable asset. Appropriate records management is a vital aspect of maintaining and enhancing the value of this asset. Breede Valley Municipality considers its records to be a valuable asset to:

- enable Breede Valley Municipality to find the right information easily and comprehensively;
- enable Breede Valley Municipality to perform its functions successfully and efficiently and in an accountable manner;
- support the business, legal and accountability requirements of Breede Valley Municipality;
- ensure the conduct of business in an orderly, efficient and accountable manner;
- ensure the consistent delivery of services;
- support and document policy formation and administrative decision-making;
- provide continuity in the event of a disaster;
- protect the interests of Breede Valley Municipality and the rights of employees, clients and present and future stakeholders;
- support and document the Breede Valley Municipality's activities, development and achievements;
- provide evidence of business in the context of cultural activity and contribute to the cultural identity and collective memory.

Records management, through the proper control of the content, storage and volume of records, reduces vulnerability to legal challenge or financial loss and promotes best value in terms of human and space resources through greater coordination of information and storage systems.

Policy Statement

All records created and received by Breede Valley Municipality shall be managed in accordance with the records management principles of Western Cape Archives and Record Service.

The following broad principles apply to the record keeping and records management practices of Breede Valley Municipality:

- The Breede Valley Municipality follows sound procedures for the creation, maintenance, retention and disposal of all records, including electronic records.
- The records management procedures of Breede Valley Municipality comply with legal requirements, including those for the provision of evidence.
- The Breede Valley Municipality follows sound procedures for the security, privacy and confidentiality of its records.
- Electronic records in the Breede Valley Municipality are managed according to the principles promoted by Western Cape Archives and Record Service.
- The Breede Valley Municipality must implement performance measures for all records management functions so that compliance with these measures can be reviewed.

Relationship with other policies

The Breede Valley Municipality's Records Management Policy is supported by and supports other policies (e.g. ICT Policy, Supply Chain Policy) that cover the unique nature of the broad spectrum of records generated by Breede Valley Municipality. The policy will be managed by the Records Manager in consultation with other role-players (e.g. the Manager: ICT; the Manager: Supply Chain Unit). Where policies which relate / may relate to records management do not exist, they should be formulated, approved and implemented.

Scope and intended audience

This policy impacts upon Breede Valley Municipality's work practices for all those who:

- create records including electronic records;
- have access to records;
- have any other responsibilities for records, for example storage and maintenance responsibilities;
- have management responsibility for staff engaged in any these activities; or manage, or have design input into, information technology infrastructure.

The policy therefore applies to all office bearers/staff, councillors, staff members of the Breede Valley Municipality and covers all records regardless of format, medium or age.

Regulatory Framework

By managing its paper-based records effectively and efficiently, Breede Valley Municipality strives to give effect to the accountability, transparency and service delivery values contained in the legal framework established by:

- The Constitution (Act 108 of 1996);
- The National Archives and Records Service of South Africa Act (Act No 43 of 1996);
- The Promotion of Access to Information Act (Act No 2 of 2000);
- The Promotion of Administrative Justice Act (Act No 3 of 2000);
- The Electronic Communications and Transactions Act (Act No 25 of 2002);
- The National Archives and Records Service of South Africa Regulations (R158 of 20 Nov. 2002);
- The Local Authority: Municipal Finance Management Act (Act 56 of 2003);
- Provincial Archives and Records Service of the Western Cape Act 2005 (Act No. 3 of 2005);
- Regulations Relating to the Provincial Archives and Records Service of Western Cape (P.N. 122/2006);
- The e-Government Framework and the National e-Strategy; and
- Any other current or future legislation pertaining to or referring to Records Management.

Roles and responsibilities

Head of Breede Valley Municipality Administration

The Municipal Manager (a) is ultimately accountable for the record keeping and records management practices of Breede Valley Municipality; (b) is committed to enhancing accountability, transparency and improvement of service delivery by ensuring that sound records management practices are implemented and maintained; (c) supports the implementation of this policy and requires each office bearer/staff, councillor, staff member to support the values underlying this policy (d) shall designate a Senior Manager to be the Records Manager of the Breede Valley Municipality and shall mandate the Records Manager to perform such duties as are necessary to enhance the record keeping and records management practices of Breede Valley Municipality to enable compliance with legislative and regulatory requirements.

Section 56 Managers (Directors) and Senior Managers

Directors and Senior Managers: (a) are responsible for the implementation of this policy in their respective directorates / departments; (b) shall lead by example and shall themselves maintain good record keeping and records management practices; (c) shall ensure that all staff is made aware of their record keeping and records management responsibilities and obligations; (d) shall ensure that the management of all records is a key responsibility in the performance agreements of all the staff in their units.

Records Manager

The Records Manager is responsible for: (a) the implementation of this policy; (b) staff awareness regarding this policy; (c) the management of all records according to the records management principles of Western Cape Archives and Record Service; (d) the determination of retention periods in consultation with the users and taking into account the functional, legal and historical need of the body to maintain records of transactions.

The specific duties of the Records Manager are contained in the Records Manager's job description.

The Records Manager (a) is mandated to make such training and other interventions as are necessary available to ensure that the Breede Valley Municipality's record keeping and records management practices comply with the records

management principles of Western Cape Archives and Record Service; (b) may from time to time issue circulars and instructions regarding the record keeping and records management practices of Breede Valley Municipality; (c) shall ensure that all records created and received by Breede Valley Municipality are classified according to the approved file plan and that a written disposal authority is obtained for them from the Western Cape Archives and Record Service.

The Administrative Assistant: Registry is the designated Records Manager for the whole Breede Valley Municipality.

Chief Information Officer

The Chief Information Officer (a) is responsible for approval of requests for information in terms of the Promotion of Access to Information Act; (b) shall inform the Records Manager if a request for information necessitates a disposal hold to be placed on records that are due for disposal.

Manager: ICT

The Manager: ICT (a) is responsible for the day-to-day maintenance of electronic systems that stores records; (b) shall work in conjunction with the Records Manager to ensure that public records are properly managed, protected and appropriately preserved for as long as they are required for business, legal and long-term preservation purposes; (c) shall ensure that appropriate systems, procedures and manuals are designed for each electronic system that manages and stores records; (d) shall ensure that all electronic systems capture appropriate systems generated metadata and audit trail data for all electronic records to ensure that authentic and reliable records are created; (e) shall ensure that electronic records in all electronic systems remain accessible by migrating them to new hardware and software platforms when there is a danger of technology obsolescence including media and format obsolescence; (f) shall ensure that all data, metadata, audit trail data, operating systems and application software are backed up on a daily, weekly and monthly basis to enable the recovery of authentic, reliable and accessible records should a disaster occur; (g) shall ensure that back-ups are stored in a secure off-site environment; (h) shall ensure that systems that manage and store records are virus free.

Comprehensive details regarding specific responsibilities of the Manager: ICT are contained in this policy and the ICT Policy.

Security Manager

The Security Manager is responsible for the physical security of all records. Details regarding the specific responsibilities of the Security Manager are contained in the information security policy.

Manager: Legal Services

The Manager: Legal Services is responsible for keeping the Records Manager updated about developments in the legal and statutory environment that may impact on the record keeping and records management practices of Breede Valley Municipality.

Registry Staff

The Registry Staff are responsible for the physical management of the records in their care.

Office-bearers/Staff, Councillors

Every office bearer/staff or councilor shall create records of transactions while conducting official business and shall manage those records efficiently and effectively by: (a) allocating reference numbers and subjects to paper-based and electronic records according to the file plan; and (b) sending paper-based records to the Registry for filing. Records management responsibilities shall be written into the performance agreements of all councillors, office bearers and staff to ensure that they are evaluated on their records management responsibilities.

Records classification systems and related storage areas

The Breede Valley Municipality has the following correspondence system to organise and store records:

File plan – The Records Management System for Breede Valley Municipality (Reference X10/3/4/2/14B of 2000-11-23), approved and implemented by the National Archivist on 5 December 2000, shall be used for the classification of correspondence records. The file plan shall be used for the classification of paper-based and electronic (including e-mail) records. Each office bearer/staff, councillor, staff member shall allocate file reference numbers to all correspondence (paper, electronic, e-mail) according to the approved subjects in the file plan. When correspondence is created / received for which no subject exists in the file plan, the Records Manager should be contacted to assist with additions to the file plan. Under no circumstances may subjects be added to the file plan if they have not been approved by the Records Manager. Specific procedures regarding the addition and approval of a subject in the system are contained in the Records Management Schedule A of the approved File Plan (X10/3/4/2/14B of 2000-11-23).

Storage areas - Paper-based correspondence files are kept in the custody of the Central Registry. All paper-based correspondence system records and all human resources related records are housed in the Central Registry. Breede Valley Municipality maintains a set of paper-based case files for each staff member. These files are confidential in nature and are housed in a secure storage area in the Central Registry. All these records are under the management of the Records Manager who is mandated to ensure that they are managed properly. The Central Registry is a secure storage area and only Registry Staff are allowed in the records storage area. Office bearers/staff, councillors and staff members that need access to files in the Central Registry shall place a request for the files at the counter or telephonically to the Records Manager / Registry Staff. The Registry shall be locked when it is not in operation. Electronic correspondence records are stored in an electronic repository that is maintained by the ICT Department. Access to storage areas where electronic records are stored is limited to ICT staff who have specific duties regarding the maintenance of the hardware, software and media.

Schedule for records other than correspondence systems – The Records Manager maintains a schedule of all records other than the correspondence system. The schedule contains a description of each set of records other than the correspondence system and indicates the storage location and retention periods of these records regardless of format. Should records be created/received that are not listed in the schedule, the Records Manager should be contacted to add the records to the schedule.

Storage areas – paper-based records other than the correspondence systems are in the custody of the various officials that use them on a daily basis: Encroachment Agreements; Lease Agreements; Miscellaneous Agreements; Title Deeds; Council Minutes; Old Tender documents. These records are under the control of the Records Manager who is mandated to ensure that they are managed properly.

Micrographic records –The Breede Valley Municipality does not have micrographic records.

Audio records – The Breede Valley Municipality has the following audio records that are stored in the network file server: Sound files of Committees of Council, Mayoral Committee and Council meetings. These records are under the control of the Municipal Manager, the Directors and authorised Senior Managers / Administrative officials.

Electronic systems other than the correspondence systems – Breede Valley Municipality has a number of electronic records systems in operation which are not part of the correspondence system and that generate and store public records, namely SAMRAS; On Key; CapMan; Ignite4U; Lexis Nexis; WinDeed; and any other future electronic record systems that may be introduced. The Manager: ICT is responsible for the day-to-day maintenance of these systems.

The records maintained in these systems are managed by the Manager: ICT as authorised by the Municipal Manager and Directors who are mandated to ensure that they are managed properly. Additional guidance regarding the management of these systems is contained in the ICT Policy.

Disposal of records

No public records (including electronic records) shall be destroyed, erased or otherwise disposed of without prior written authorisation of Western Cape Archives and Record Service. The Western Cape Archives and Record Service issues Standing Disposal Authorities for the disposal of records classified against the file plan and on the schedule of records other than correspondence systems. The Records Manager manages the disposal schedule.

Retention periods indicated on the file plan and schedule were determined by taking Breede Valley Municipality's legal obligations and functional needs into account. Should an office bearer/staff, councillor or staff member disagree with the allocated retention periods, the Records Manager should be contacted to discuss a more appropriate retention period. Disposal in terms of these disposal authorities will be executed at least annually. All disposal actions should be authorised by the Records Manager prior to their execution to ensure that archival records are not destroyed inadvertently.

Non-archival records that are needed for litigation, Promotion of Access to Information requests or Promotion of Administrative Justice actions may not be destroyed until such time that the Manager: Legal Services has indicated that the destruction hold can be lifted. Paper-based archival records shall be safely kept in the archiving rooms in the basement until they are due for transfer to the Western Cape Archives and Record Service. Transfer procedures shall be as prescribed by Western Cape Archives and Record Service

Storage and custody

All records shall be kept in storage areas that are appropriate for the type of medium. The Western Cape Archives and Record Services' guidelines shall be applied.

Access and security

Records shall at all times be protected against unauthorised access and tampering to protect their authenticity and reliability as evidence of the business of Breede Valley Municipality. Security classified records shall be managed in terms of the Information Security Policy which is available from the Security Manager. No office bearer/staff, councillor or staff member shall remove records that are not available in the public domain from the premises of Breede Valley Municipality without the explicit permission of the Records Manager in consultation with the Security Manager.

No office bearer/staff, councillor or staff member shall provide information and records that are not in the public domain to the public without consulting the Chief Information Officer. Specific guidelines regarding requests for information will be contained in the Promotion of Access to Information Policy, which is maintained by the Chief Information Officer. Personal information is to be managed in terms of the Promotion of Access to Information Act until such time that specific protection of privacy legislation is enacted.

No office bearer/staff, councillor or staff member shall disclose personal information of any No office bearer/staff, councillor or staff member or client of Breede Valley Municipality to any member of the public without consulting the Chief Information Officer first. An audit trail shall be logged of all alterations to / editing of electronic records and their metadata. Records storage areas shall at all times be protected against unauthorised access. The following shall apply: (a) Registry and other records storage areas shall be locked when not in use; (b) Access to server rooms and storage areas for electronic records media shall be managed by ICT Staff in terms of the ICT Policy.

Legal admissibility and evidential weight

The records of Breede Valley Municipality shall at all times contain reliable evidence of business operations. The following shall apply:

Paper-based records – No records shall be removed from paper-based files without the explicit permission of the Records Manager; Records that were placed on files shall not be altered in any way; No alterations of any kind shall be made to records other than correspondence files without the explicit permission of the Records Manager; Should evidence be obtained of tampering with records, the office bearer/staff, councillor or staff member involved shall be subject to disciplinary action.

Electronic records - The Breede Valley Municipality shall use systems which ensure that its electronic records are authentic; not altered or tampered with; auditable; and produced in systems which utilise security measures to ensure their integrity. The Records Management Policy contains information regarding the metadata and audit trail information that should be captured to ensure that records are authentic.

Training

The Records Manager (a) shall successfully complete the Western Cape Archives and Record Service's Records Management Course, as well as any other records management training that would equip him / her for his / her duties; (b) shall identify such training courses that are relevant to the duties of the Registry Staff and shall ensure that the Registry Staff are trained appropriately; (c) shall ensure that all office bearers/staff, councillors and staff members are aware of the records management policy and shall conduct or arrange such training as is necessary for office bearers/staff, councillors and staff members to equip them for their records management duties.

Records management is a shared responsibility between users, Records Managers and managers. All creators of records should be equipped with the necessary skills to capture and manage reliable and authentic records. Programmes for training should encompass all members of management, records and Registry staff as well as all users creating and using records while performing their functions. The Municipal Manager should ensure that an ongoing programme of records management training is established.

The training programme should ensure that the benefits of managing records are widely understood in the organisation. Records Managers, trainers, work study officials and Registry heads should attend the Western Cape Archives and Records Service Records Management Course as well as any other training that might be offered from time to time to equip them for their specific responsibilities in terms of the Act.

The Records Manager is responsible to implement and manage a suitable training programme for managers, employees, contractors and records management staff. He/she should supervise the training of staff regarding records management matters and regularly evaluate the success of the training programme against the effectiveness of the records management programme. The Records Manager is responsible for ensuring that the Registry Head is trained and has attended the

Western Cape Archives and Records Service Records Management Course. He/should also ensure that the Registry head and Registry staff are aware of and adhere to the standards, procedures and methods of records management promulgated in the Provincial Archives and Records Service of the Western Cape Act, 2005. The Records Manager is responsible to ensure that all staff members are made aware of their joint responsibility in maintaining sound records management practices. He/she should conduct awareness campaigns in this regard.

Monitor and Review

The Records Manager shall review the record keeping and records management practices of Breede Valley Municipality on a regular basis and shall adapt them appropriately to ensure that they meet the business and service delivery requirements of Breede Valley Municipality. This policy shall be reviewed on a regular basis and shall be adapted appropriately to ensure that it meets the business and service delivery requirements of Breede Valley Municipality. The Records Management Programme should be regularly monitored to ensure that it is effective and that it meets the requirements of the Provincial Archives and Records Service of the Western Cape Act, 2005. The Municipal Manager should ensure that compliance monitoring is regularly undertaken to ensure that the records systems, policies, procedures and processes are properly implemented.

8.14 Disaster management

The Breede Valley Municipal Council resolution EX 8/2012 gives effect to the Breede Valley Integrated Disaster Risk Management Framework and Disaster Risk Management Plan for the period 2012 to 2017.

(a) Integrated Disaster Risk Management Framework

The Breede Valley Integrated Municipal Disaster Risk Management Framework provides the institutional scope of how the municipality will organise itself to deal with disaster risk preparedness planning, risk reduction and response and relief responsibilities with clearly defined elements and is considered as the 'parent' document.

(b) Disaster Risk Management Plan

Amendments to the Disaster Management Act as published in the Disaster Management Amendment Act on 15 December 2015 and specifically to Section 53 requires Municipalities to provide capacity to prepare a disaster management plans and perform the required tasks as set out in subsections (a) to (h) for its area according to the circumstances prevailing in the area and within the ambit of its municipal disaster management framework.

Section 53(2)(a) of the Act specifies that the disaster management plan for a municipality must form an integral part of the municipality's integrated development plan (IDP). Section 26(g) of the Local Government: Municipal Systems Act, 2000 lists "applicable disaster management plans" as core components of an IDP.

The Disaster Risk Management Plan is reviewed annually to ascertain progress made against approved Action Items and to determine whether any material and substantial changes need to be made to the original or reviewed plan.

It is hereby confirmed that as a consequence, no material or significant changes to the approved plan need to be made. It is however clear that to be compliant to the new amendments and to perform the required tasks provision needs to be made to fund the current vacant Disaster Management position.

8.14.1 Glossary of terms

BVM – refers to the Breede Valley Municipality, its Council and includes any municipal entity or contracted external agent acting on behalf of the municipality.

Damage Assessment – An appraisal or determination of the effects of a disaster on human, physical, economic and natural resources.

Disaster management Amendment Act- As published in the Government Gazette on 15 December 2015 No. 39520.

Emergency – A sudden state of danger affecting the functioning of the municipality and the safety and integrity of its communities that requires immediate action and response.

Enabling Authority – The Head of the Emergency Operations and Disaster Management Centre.

EOC – refers to the Emergency Operations Centre which is a standing facility in the Fire Department that is designated for the management and coordination of major incidents and disaster emergencies as well as major events. It provides for the centralised location of the five functional sections of the incident management team: command, operations, planning, logistics and finance.

ESF – refers to emergency support functions that are allocated in recognition that resources needed to manage an emergency are likely to be complicated and transverse departments or agencies.

Impact Analysis – A management level analysis that identifies the impacts of losing resources that are integral to the BVM functioning and purpose. The analysis measures the effects of resource loss and escalating losses over time in order to provide the BVM with reliable data upon which informed decisions can be made on hazard mitigation and continuity planning.

Incident Management System – The combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational structure with the responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident

Integrated Disaster Risk Management Framework – a programme that implements the mission, vision and strategic goals and objectives as well as the management framework for the municipality

Mitigation – Activities taken to eliminate or reduce the degree of risk to life, property, or health from hazards, either prior, during or after a defined emergency.

Mutual Aid Agreement – A pre-arranged agreement developed between other institutions, agencies or organisations that will enable easier facilitation of incidents by ensuring readily accessible assistance and support.

Statutory functionary – Means a person performing a function assigned to that person by national, provincial or municipal legislation; (Act 57 of 2002)

8.14.2 Disaster Risk Management Plan – Action items for 2012-2017

The Council-approved Disaster Risk Management Plan (EX 8/2012) makes reference to 13 Action Items that will be focused on in the next five (5) years. These are reflected in the table below.

ITEM	ACTION
1.	The Disaster Emergency Management Centre of the Breede Valley Municipality will circulate forms on an annual basis requesting role-players to indicate their nodal points for disaster management. The forms shall provide space for indicating the department, position and full contact details (also after hours) of the nodal point and at least one alternate contact person.
2.	BVFD will maintain a list of hazards that may affect the municipality with associated primary role-players indicated for risk reduction as well as preparedness for each specific hazard.
3.	The risk profile of the Breede Valley Municipality will be considered and primary and supporting role-players will be identified for each identified risk. Such allocation of primary and supporting roles will be done in consultation with all relevant role-players, will be informed by existing legal frameworks, and assignment will be done on a consensus basis.
4.	The Breede Valley Municipality will establish and maintain a fully staffed and resourced Disaster/Emergency Management Centre.
5.	The DEMC will consider the establishment of a Local Disaster Management Advisory Forum and act upon its decision in this regard.
6.	Nodal points will be empowered and supported by their departments to establish, manage, and participate in departmental planning groups.
7.	The primary role-players for specific hazards or disaster risks, in collaboration with DEMC, will establish and manage risk-reduction project teams as required or when requested. This will be done by utilising existing structures as far as possible in order to prevent duplication and reduce the meeting burden on role-players.
8.	The primary role-players for specific hazards or disaster risks, in collaboration with DEMC, will establish and manage preparedness planning groups as required or when requested. This will be done by utilising existing structures as far as possible in order to prevent duplication and reduce the meeting burden on role-players.
9.	The preparedness planning group for each hazard will detail how the activation of a joint response and relief management team for that specific hazard will be managed, and who will form part of the team.
10.	The preparedness planning group for each hazard will detail how the activation of recovery and rehabilitation project teams for that specific hazard will be managed, and who will form part of the teams.
11.	BVFD will continue to maintain a fully staffed and resourced ECC which must be continually improved in order to keep abreast of changing ICT technology.
12.	BVFD will establish and maintain a fully staffed and resourced Emergency Operations Centre for activation as required and will identify fallback or alternative facilities for the same purpose.
13.	BVFD will establish and maintain a fully staffed and resourced Emergency Management Support Centre for activation as required which will also serve as an alternative EOC.

TABLE 105: ACTION ITEMS – DISASTER RISK MANAGEMENT

Hazard, Risk and Vulnerability Assessments

A Hazard, Risk and Vulnerability Assessment (HRAVA) was performed for the municipality in 2008 through the Cape Winelands District Municipality. The top eight Comprehensive Risk and Vulnerability Assessment Priorities that were identified with ongoing risk reduction and mitigation measures are listed and informed upon in the table below.

Comprehensive Risk and Vulnerability Assessment (CRVA) Priorities	Actions Taken or Ongoing Actions in Place to prevent/mitigate or reduce risk and vulnerability and/or to increase preparedness : 2013/2014
❶ Wildland Fires	*a.* Annual budgeted programme of clearing of firebreaks on municipal land. *b.* Annual pre-summer written Fire Safety By-law notification served on identified private and state landowners as it applies to the clearing and maintenance of firebreaks. *c.* Processing of prescribed burning permits for vegetation. *d.* Maintenance of Fire Service Mutual Aid Agreement with the District.
❷ Urban Sprawl	*a.* Prevention of illegal occupation of land through monitoring and intervention by municipal anti-land invasion unit. *b.* Town planning regulations enforced.
❸ Severe Storms	*a.* Completion of Ward-based Risk Assessments on ALL iwards and incorporation of mitigation and risk reduction recommendations into winter season operational risk planning measures. *b.* Annual programme by Civil Works Department on clearing of storm water drainage systems prior to the rainy season in partnership with EPWP. *c.* Listing previous reported storm water problems and budgeting for storm water improvements in the next financial year. *d.* Working for water programme in place.
❹ Transport and Dangerous Goods	*a.* Strict enforcement of the Fire Safety By-laws as it applies to the transport and storage of dangerous goods in the municipal area. *b.* Regular enforcement of traffic safety laws by the local and provincial traffic authorities that prioritise the carriage of dangerous goods. *c.* Established partnership between Fire Service Authority and Traffic Services as it relates to the enforcement of the carriage of dangerous goods.
❺ Animal Disease Outbreak	*a.* Land use planning regulations being enforced. *b.* Regular updates through the District and Provincial Disaster Management Advisory Forums.
❻ Critical Infrastructure Contingency Planning (CICP)	*a.* Conducted risk assessment of Worcester water supply pipeline in 2013. *b.* Engineering Departments compiling and updating CICPs. *c.* ICT have approved DRP in place. *d.* Comprehensive BCP being rolled out for 2014/2015.

TABLE 106: RISK AND VULNERABILITY PRIORITY TABLE

Projects identified in the IDP that have been risk rated as medium risk or high risk are risk managed by the respective project owner.

Risk Reduction

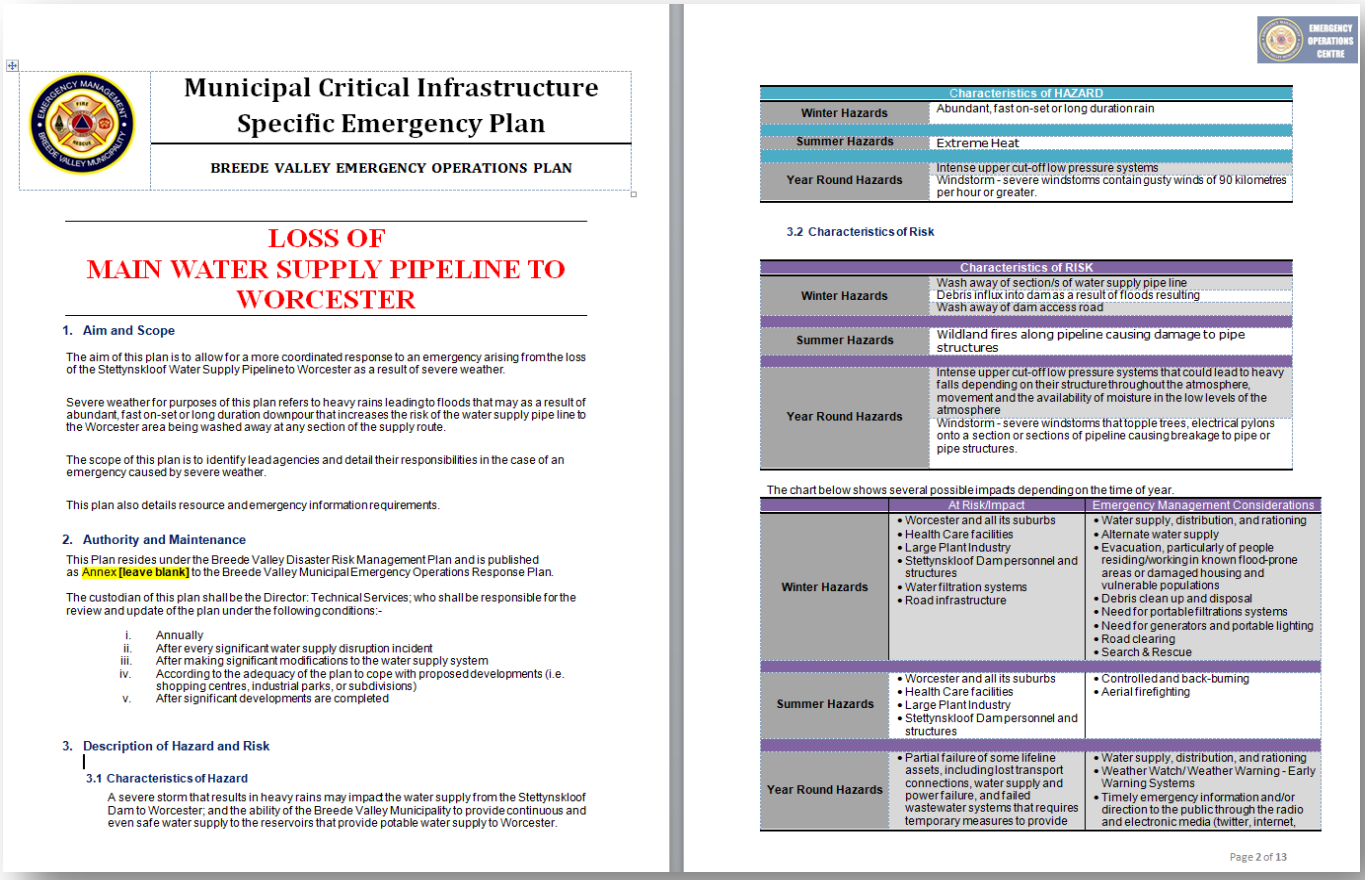
Projects identified in the IDP have detailed risk reduction plans in place and are managed by the respective project owners. [Refer DRM IDP Table 2.]

Business continuity planning [linked with Action Items 2; 6; 7; 8; 9; and 10 of the Disaster Management Plan]

A comprehensive business continuity planning (BCP) exercise commenced in the 2013/2014 year with the objective of rolling it out in the 2014/2015 year as a measureable indicator. This comprehensive exercise will involve thorough business impact analyses (BIA) and BCP planning by departments with the objectives of risk reduction; response and recovery, information management and communication. Capacity shortfalls and funding needs for sustainability will be better understood and planned for, which will eventually result in better harmonisation of collective risk reduction and planning objectives.



FIGURE 65: FRONT COVER OF BVM BCP WORKBOOK



Municipal Critical Infrastructure Specific Emergency Plan

BREEDE VALLEY EMERGENCY OPERATIONS PLAN

LOSS OF MAIN WATER SUPPLY PIPELINE TO WORCESTER

1. Aim and Scope

The aim of this plan is to allow for a more coordinated response to an emergency arising from the loss of the Stettynskloof Water Supply Pipeline to Worcester as a result of severe weather.

Severe weather for purposes of this plan refers to heavy rains leading to floods that may as a result of abundant, fast on-set or long duration downpour that increases the risk of the water supply pipe line to the Worcester area being washed away at any section of the supply route.

The scope of this plan is to identify lead agencies and detail their responsibilities in the case of an emergency caused by severe weather.

This plan also details resource and emergency information requirements.

2. Authority and Maintenance

This Plan resides under the Breede Valley Disaster Risk Management Plan and is published as Annex [leave blank] to the Breede Valley Municipal Emergency Operations Response Plan.

The custodian of this plan shall be the Director: Technical Services; who shall be responsible for the review and update of the plan under the following conditions:-

i. Annually
ii. After every significant water supply disruption incident
iii. After making significant modifications to the water supply system
iv. According to the adequacy of the plan to cope with proposed developments (i.e. shopping centres, industrial parks, or subdivisions)
v. After significant developments are completed

3. Description of Hazard and Risk

3.1 Characteristics of Hazard

A severe storm that results in heavy rains may impact the water supply from the Stettynskloof Dam to Worcester; and the ability of the Breede Valley Municipality to provide continuous and even safe water supply to the reservoirs that provide potable water supply to Worcester.

EMERGENCY OPERATIONS CENTRE

Characteristics of HAZARD	
Winter Hazards	Abundant, fast on-set or long duration rain
Summer Hazards	Extreme Heat
Year Round Hazards	Intense upper cut-off low pressure systems Windstorm - severe windstorms contain gusty winds of 90 kilometres per hour or greater.

3.2 Characteristics of Risk

Characteristics of RISK	
Winter Hazards	Wash away of section/s of water supply pipe line Debris influx into dam as a result of floods resulting Wash away of dam access road
Summer Hazards	Wildland fires along pipeline causing damage to pipe structures
Year Round Hazards	Intense upper cut-off low pressure systems that could lead to heavy falls depending on their structure throughout the atmosphere, movement and the availability of moisture in the low levels of the atmosphere Windstorm - severe windstorms that topple trees, electrical pylons onto a section or sections of pipeline causing breakage to pipe or pipe structures.

The chart below shows several possible impacts depending on the time of year.

	At Risk/Impact	Emergency Management Considerations
Winter Hazards	• Worcester and all its suburbs • Health Care facilities • Large Plant Industry • Stettynskloof Dam personnel and structures • Water filtration systems • Road infrastructure	• Water supply, distribution, and rationing • Alternate water supply • Evacuation, particularly of people residing/working in known flood-prone areas or damaged housing and vulnerable populations • Debris clean up and disposal • Need for portable filtrations systems • Need for generators and portable lighting • Road clearing • Search & Rescue
Summer Hazards	• Worcester and all its suburbs • Health Care facilities • Large Plant Industry • Stettynskloof Dam personnel and structures	• Controlled and back-burning • Aerial firefighting
Year Round Hazards	• Partial failure of some lifeline assets, including lost transport connections, water supply and power failure, and failed wastewater systems that requires temporary measures to provide	• Water supply, distribution, and rationing • Weather Watch/ Weather Warning - Early Warning Systems • Timely emergency information and/or direction to the public through the radio and electronic media (twitter, internet,

Page 2 of 13

FIGURE 66: CICP – SPECIFIC EMERGENCY PLAN

The table below outlines the prioritised critical infrastructure planning required and the municipal departments that are required to lead such CICP and/or ensure CICP plans cater for such risks.

RISK	Bulk Water Services	Electrical Services	Roads, Stormwater and Sewage	ICT
• Severe Storms	★	★	★	★
• Power Supply	★	★	★	★
• Access routes			★	
• Wildland Fires	★	★		

TABLE 107: PRIORITISED CICP AREAS

Despite stated risk reduction efforts, projects identified in the IDP have been assessed in terms of contingency planning and where necessary, project owners have been requested to draft such plans.

Business continuity planning

To date the Breede Valley Municipality has instituted the following disaster management requirements:

a) Approved the 2012-2017 Integrated Disaster Management Framework and approved the 2012-2017 Disaster Risk Management Plan with relevant Sectoral Plans annexed to it. [Resolution EX 8/2012]
b) Established a Disaster and Emergency Management Centre with the Chief: Fire Services and Disaster Management as the Head of Centre both in terms of job function and DRM Framework.
c) Continued active membership with the District Disaster Management Advisory Forum since its inception.
d) Initiated Emergency Support Functions as part of its DRM Plan since 2012.
e) Reviewed the Disaster Risk Management Plan in 2014 as per KPI.
f) Initiated Ward-based Risk Assessments for four (4) identified vulnerable wards in 2014 with plans to extend similar assessments to more wards.
g) Facilitated disaster risk management and CICP workshops and capacity building sessions for Technical Services managers in 2013/2014

Disaster risk management functional systems in place

Currently, the Breede Valley Municipality has the following functional systems in place:

a) GIS-based disaster management planning

b) Risk reduction planning teams for critical infrastructure, events and identified projects

c) Early warning systems through Weather SA EWS and FireWeb Bulk SMS system as well through the Municipal Revenue Billing Bulk SMS System and utilises a municipal and department twitter feed (@bvmun and @bvfdeoc) as well the municipal web and Facebook pages to distribute early warnings. Monitoring of Fire Danger Index (FDI) via the Advanced Fire Information Systems (AFIS) for extreme conditions leading to bush and veld fires.

d) Emergency operations preparedness, response and recovery plans for generic risks and emergency management response plans for fires, floods and specialist risks including the Hex tunnel; hospitals and identified designated risks. These plans are linked to other line functions in the municipality as well as to affected sector provincial and state departments.

1.	2.	3.	4.	5.	6.
PROJECT REFERENCE	**PROJECT DESCRIPTION 2014/2015**	**PRIMARY and SECONDARY STAKEHOLDERS**	**RISK RATING (High/ Medium)**	**RISK REDUCTION [Prevention/Mitigation/ Preparedness Actions identified and/or taken]**	***DRM Comments***
Rawsonville 72	31168: Rawsonville De Nova (72 services and 72 units) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	High	• Regular updates through Ward Committee • Waiting list submitted to Province • Regular updating with BVFD on social conflict status in area/ ward.	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Touws River	3244: Touws River Hopland (269 units) RP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular Updates through Ward Committee. • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Touws River	3243: Touws River (Land Acquisition) and (200 services and 200 units) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee and Housing meetings. • Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3255: Worcester New Mandela Park (1800 services and 1800 units) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular Updates through Ward Committee. • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	2104: Worcester Old Mandela Square (331 units) PHP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	High	• Regular Updates through Ward Committee. • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3252: Worcester Avian Park erf 11810 (200 services) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project

Worcester	3253: Worcester De La Bat Portion erf 1 (200 services) IRDP/FLISP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3254: Worcester Transhex (400 services and 400 units) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
De Doorns	3242: De Doorns Sunnyside Orchards (104 services & 104 units) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
De Doorns	2027: De Doorns (1400 services and 1400 units) IRDP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
De Doorns	1056: De Doorns (1482 services and 1482 Units) UISP	• BVM Department of Human Settlements • BVM Civil Engineering Dept. • WCG DHS • Ward Councillor and Committee	Medium	• Regular updates through ward committee • Steering committee meetings • Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project

TABLE 108: DEVELOPMENTAL PROJECTS IDENTIFIED IN THE IDP AS MEDIUM- OR HIGH-RISK

The capital budget for the Fire Department in 2015/2016 is as follows:

FIRE DEPARTMENT: ADMIN - 4203	Approved Finance	Cost Centre	New/ Replacement	Ward	Total cost till commissioning	Draft Budget 2015/2016 (24/03/2015)	Funded virements/ Additional funding	Total Funded budget 2015/16
WORCESTER								
Computer equipment	4	4203	New	1 to 21		R 250 000		R 250 000
Upgrade Emergency Management Centre	4	4203	New	1 to 21		R 60 000		R 60 000
Digital Radio Project	4	4203	New	1 to 21		R 1 000 000		R 1 000 000
Super structure for fire engine completion (Chassis acquired in 2014/15 financial year)	4	4203	New	1 to 21		R 400 000		R 400 000
TOTAL						**R 1 710 000**		**R 1 710 000**
DE DOORNS								
New Fire Station						**R 1 200 000**	**R 2 300 000**	**R 3 500 000**
Own funding	4	4203	New	2, 3, 4		R 1 200 000	R 300 000	R 1 500 000
MIG	8	4203	New	2, 3, 4			R 2 000 000	R 2 000 000
TOTAL						**R 1 200 000**	**R 2 300 000**	**R 3 500 000**

TABLE 109: CAPITAL BUDGET - FIRE DEPARTMENT 2015/2016

The budget for Disaster Management, especially for the repair and maintenance of the Stettynskloof pipeline, is R15 million (R9,5 million for 2014/2015 and R5,5 million for 2015/2016). A further amount of R40 000 was earmarked under the special function portfolio for disaster management.

The operating budget for Disaster Management for 2015/2016 is outlined as follows:

Vote number	Department description	Item description	Final budget 2012/2013	Restated audited outcome 30 June 2013	Final budget 2013/2014	Pre-audited outcome 30 June 2014	Amended budget 2014/2015	Provisional budget 2015/2016	Increase/ (decrease)	% Increase/ (decrease)
1420610208400	Fire Disaster Management	Consumable items	25 810	23 441	12 543	11 627	12 184	12 184	-	-
1420610214300	Fire Disaster Management	General operating expenses	-	-	11 320	10 465	11 840	11 000	-840	-7.09
1420610222200	Fire Disaster Management	Loss on disposal of property	-	-	-	150	-	-	-	-
1420610336101	Fire Disaster Management	Buildings and land: buildings (houses)	14 581	14 056	15 000	18 201	25 900	35 000	9 100	35.14
1420610336312	Fire Disaster Management Fire Disaster Management	Equipment and Machinery Funding of vacant DM position	37 419	36 786	14 326	14 326	16 960	18 000	1 040	6.13

TABLE 110: OPERATING BUDGET - DISASTER MANAGEMENT 2015/2016

Climate change impacts are already evident in the Western Cape and are negatively impacting and undermining economic and social development, infrastructure, basic resources (water, food and energy) and livelihoods will all be impacted on and these impacts will affect all sectors and stakeholders, with particular impact on the poor and vulnerable sectors of our community. Substantial responses are required by all role-players in order to adapt to the changes that will be experienced. Numerous flood and drought events have occurred in the Western Cape in the past decades, with frequencies seemingly increasing. In the Breede Valley, observed increases in fire incidences could be attributable to climate change. The municipality should embark on a strategy to alleviate and mitigate the associated risks that climate change presents.

8.15 Air Quality Management Plan

The Air Quality Management Plan is a statutory requirement in the National Environmental Management Air Quality Act 39 of 2004, Section 15(1). The objective of the plan is to investigate and monitor the state of air quality within the region with respect to the relevant knowledge and capacity.

With the appointment of the Air Quality Officer (AQO) for Breede Valley Municipality, the first draft of the Air Quality Management Plan (AQMP) of Breede Valley Municipality is being compiled. A rough draft outlying the AQMP was submitted to the Department Environmental Affairs and Development Planning for their comments and indicate gaps which exist in the plan. A public participation process whereby comments and inputs of the all affected parties will be incorporated before drafting the final document for submission to the Council of Breede Valley Municipality for approval and submitted to the Provincial Department of Environmental Affairs and Development Planning) Directorate Air Quality.

The AQO is member of the Provincial Air Quality Forum which meets on quarterly basis with the purpose of increasing knowledge re air quality issues as well as sharing experiences and lessons learned. In addition the AQO attended an Environmental Management Inspectorate training course which deals with the regulatory and enforcement aspects as described in the National Environmental Act (N0 107 of 1998). Future training is presented on an on-going basis with an Air Quality Monitoring course to be presented to equip officials with the right tools to set up equipment and interpret data obtained.

8.16 Water Services Development Plan

Breede Valley Municipality has submitted its annual Water Services Development Plan (WSDP) performance and Water Services Audit Report to the Department of Water and Sanitation for the financial year 2014/2015 in line with Section 62 of the Water Services Act 108 of 1997, which requires the Minister to monitor every Water Services Institution in order to ensure compliance with the prescribed national standards.

The report was submitted within four months after the end of the municipal financial year. Breede Valley Municipality was commended for the high standard employed in completing the document and the standard of information submitted.

8.17 Integrated Transport Management Plan

The provision of public transport services is irregular and the service ineffective. Problems that are experienced relate mainly to the smaller towns where there are neither taxis nor other forms of public transport. There is a need for some form of public transportation, even if it is at fixed times with an adequate weekly frequency. This service is of critical importance if higher-order services are to be accessible to remote towns with insufficient thresholds. The District Municipality will review the Public Transport Plan for the municipal area during 2015.

Challenges:

- The lack of an affordable road-based public transport system between different towns in the municipal area.
- Maximise accessibility rather than increase mobility.
- Employment opportunities and residential areas are located far apart.
- There is a very small variety in public transport opportunities in the municipal area.
- Wide, unused road reserves in urban areas sterilises land for development.

CHAPTER 9

CHAPTER 9

This chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of Breede Valley Municipality as set out in this document. The IDP and budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top-layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annually and annually). The departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

9.1 Performance Management

The Performance Management System implemented at Breede Valley Municipality is intended to provide a comprehensive, step-by-step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PM system serves as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP and eventually the budget.

The performance management policy framework was approved by Council and made provision for performance implementation, monitoring and evaluation at organisational as well as individual level. The Performance Management Framework of the municipality is reflected in the diagram below:

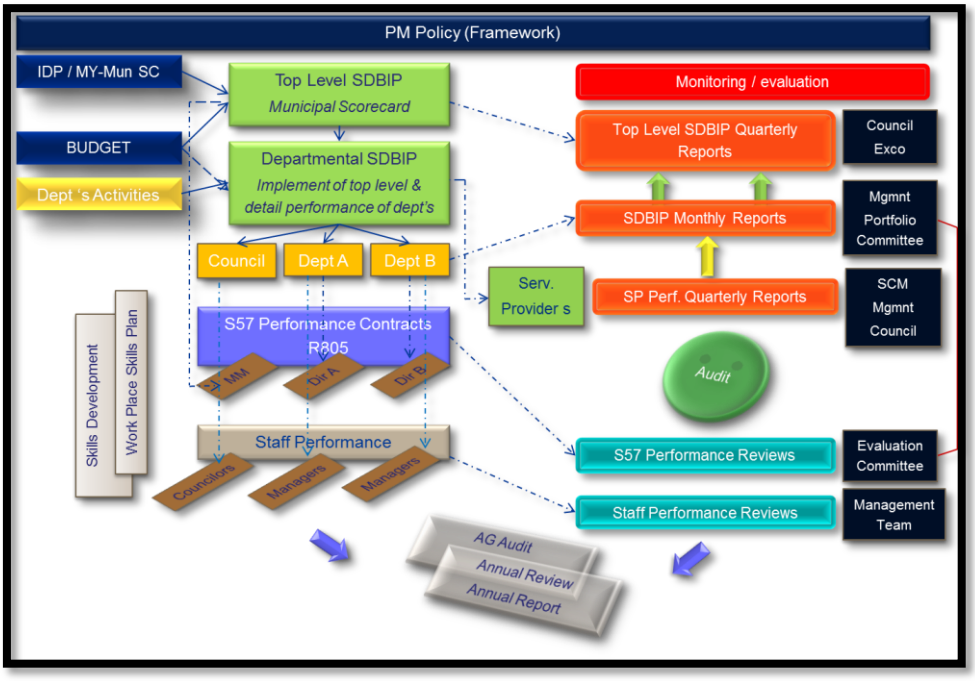


FIGURE 67: PM POLICY FRAMEWORK

9.2 Organisational Level

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top-layer SDBIP) at organisational level and through the Service Delivery Budget Implementation Plan (SDBIP) at directorate and departmental levels. The Top-layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

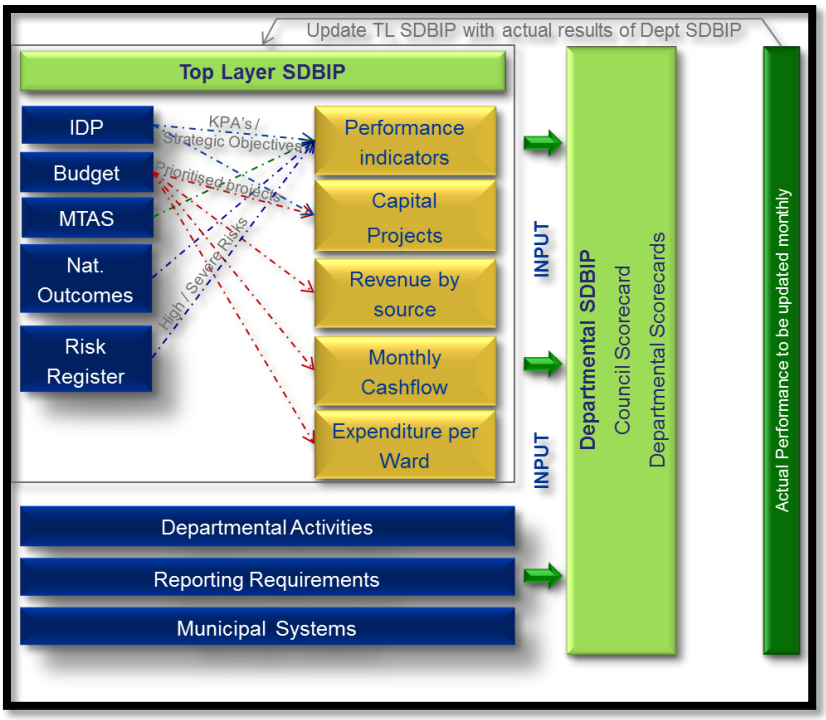


FIGURE 68: ORGANISATIONAL PERFORMANCE

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

9.3 Individual level

The municipality is in the process of implementing a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that each manager has to develop a scorecard which is based on the balanced scorecard model. At the beginning of each financial year, all the senior managers (Section 57 employees) sign performance agreements. The performance management system is currently being cascaded down to non-Section 57 managers.

9.4 Key Performance Indicators (KPIs)

Section 38(a) of the Systems Act requires municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9(1) of the regulations to this Act stipulates in this regard that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12(1) of the regulations to the Systems Act, the municipality also sets performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

9.5 Performance Reporting

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

9.5.1 Quarterly Reports

Reports on the performance in terms of the Top-layer SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

9.5.2 Mid-Year Assessment

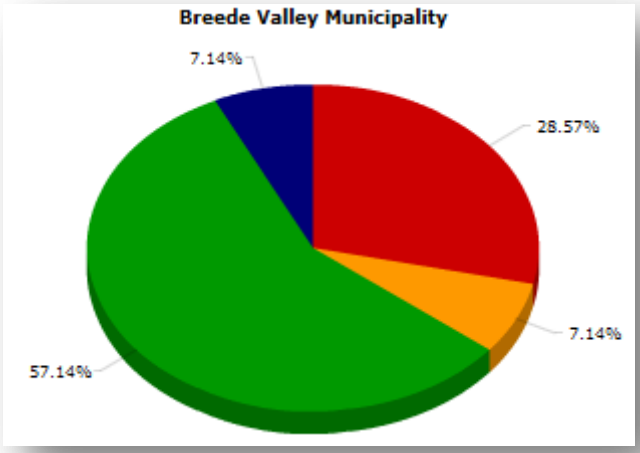
The performance of the first six months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPIs, if necessary.

The format of the report must comply with the Section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website.

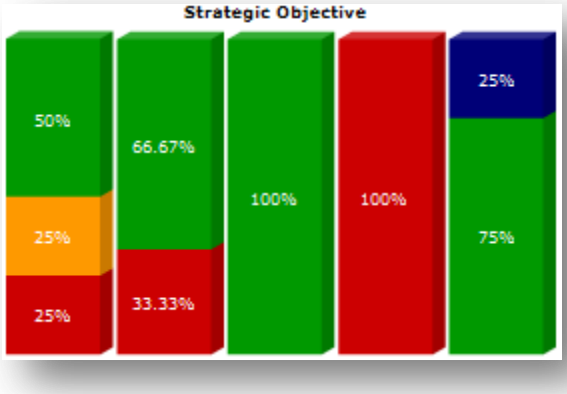
MID-YEAR MUNICIPAL PERFORMANCE ASSESSMENT AGAINST THE PERFORMANCE INDICATORS SET IN THE APPROVED TOP-LAYER SDBIP FOR 2015/2016

In terms of the Municipal Systems Act, Act 32 of 2000, Section 34, a municipal council must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements in terms of Section 41, and to the extent that changing circumstances demand, and may amend its integrated development plan in accordance with a prescribed process.

9.6 Overall actual performance of indicators for the mid-year ending 31 December 2015



	Breede Valley Municipality
KPI Not Met	4 (28.6%)
KPI Almost Met	1 (7.1%)
KPI Met	8 (57.1%)
KPI Well Met	-
KPI Extremely Well Met	1 (7.1%)
Total:	14



	Strategic Objective				
	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	*Ensure a healthy and productive workforce and an effective and efficient work environment*	*To create a unique and caring valley of service excellence, opportunity and growth*	*To create an enabling environment for employment and poverty and poverty eradication through proactive economic development and tourism*	*To provide and maintain basic services and ensure social upliftment of the Breede Valley community*
KPI Not Met	1 (25%)	1 (33.3%)	-	2 (100%)	-
KPI Almost Met	1 (25%)	-	-	-	-
KPI Met	2 (50%)	2 (66.7%)	1 (100%)	-	3 (75%)
KPI Well Met	-	-	-	-	-
KPI Extremely Well Met	-	-	-	-	1 (25%)
Total:	4	3	1	2	4

Category	Colour	Explanation
KPI's Not Met		0% >= Actual/Target < 75%
KPI's Almost Met		75% >= Actual/Target < 100%
KPI's Met		Actual/Target = 100%
KPI's Well Met		100% > Actual/Target < 150%
KPI's Extremely Well Met		Actual/Target >= 150%

9.7 Actual performance per strategic objective of indicators for the mid-year ending 31 December 2015

Detailed below is the unaudited Top Layer SDBIP for the first half of the financial year ending 31 December 2015 which measures the municipality's overall performance per strategic objective. The tables, furthermore, includes the corrective measures indicated for targets not achieved.

The municipality met 64**%** (9 of 14) of the applicable 14 KPI's for the period as at **31 December 2015**. The remainder of the KPI's (42) on the Top Layer SDBIP out of the total number of 56 KPI's do not have targets for this period and will be reported on in future quarters when they are due. Only 36**%** (5 of 14) KPI targets were not achieved as at **31 December 2015.** Details of these KPI's and the corrective measures that will be implemented are included in the tables below.

A) ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES

Ref	KPI	Unit of Measure-ment	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
TL19	Submit the approved financial statements to the Auditor-General by 31 August 2015	Approved financial statements submitted to the AG by 31 August 2015	1	**[D115] CFO:** The Annual Financial Statements been submitted to AG on the 31ste of August 2015 as well as send to all relevant dept. *(August 2015)*	0		1	1		
TL20	Achieve a payment percentage of above 95% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment percentage {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	95%	**[D116] CFO:** ratio above the norm of 95 % *(September 2015)*	95%	**[D116] CFO:** Ratio increased and is within the national norm of 95% *(November 2015)* **[D116] CFO:** Ratio decreased from the previous month and is slightly below the norm due to the offices closing earlier in December and third party payments only received in January. *(December 2015)*	95%	89.93%		**[D116] CFO:** management will continue to strictly enforce credit control and debt collection policies to ensure that all monies due to the municipality are collected timeously and that the collection rate stays within the national norm. *(December 2015)*
TL22	Compile and submit a revenue enhancement action plan to the Municipal Manager for consideration by 31 December 2015	Revenue enhancement action plan submitted to the MM by 31 December 2015	0		1	**[D118] CFO:** Awarding ot the tender of the Revenue Enhance-ment strategy in process. *(December 2015)*	1	0		**[D118] CFO:** In process *(December 2015)*
TL24	Achieve a clean audit for the 2014/15 financial year by 31 December 2015	Clean audit achieved by 31 December 2015	0	**[D120] CFO:** Audit opinion *(July 2015)* **[D120] CFO:** Audit opinion *(August 2015)* **[D120] CFO:** Audit opinion	1	**[D120] CFO:** Audit opinion *(October 2015)* **[D120] CFO:** Audit opinion	1	1		

Ref	KPI	Unit of Measure-ment	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
				(September 2015)		*(November 2015)* **[D120] CFO:** Received Clean Audit *(December 2015)*				

B) ENSURE A HEALTHY AND PRODUCTIVE WORKFORCE AND AN EFFECTIVE AND EFFICIENT WORK ENVIRONMENT

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
TL28	Limit vacancy rate to 15% of budgeted post by 30 June 2016 [(Number of funded posts vacant divided by budgeted funded posts)x100)	[(Number of funded posts vacant divided by budgeted funded posts)x100)	0%		15%	**[D236] Director: Strategic Support Services:** Current vacancy rate is less than 15 % *(December 2015)*	15%	15%		
TL30	Submit quarterly reports to Council on the number of beneficiaries on the transfer of low cost housing, excluding new low cost housing developments	Number of reports submitted to Council	1	**[D238] Director: Strategic Support Services:** Refer to housing department *(September 2015)*	1	**[D238] Director: Strategic Support Services:** Refer to housing department *(December 2015)*	2	2		
TL31	Develop a policy on the Council Alderman benefits and submit to Council by 31 December 2015	Policy on Council Alderman benefits and submitted to Council by 31 December 2015	0		1	**[D239] Director: Strategic Support Services:** In Process *(December 2015)*	1	0		**[D239] Director: Strategic Support Services:** Policy to be submitted to Council before June 2016 *(December 2015)*

C) TO CREATE A UNIQUE AND CARING VALLEY OF SERVICE EXCELLENCE, OPPORTUNITY AND GROWTH

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
TL27	Compile a project priority list per RSEP ward for the Regional Socio Economic Project and submit to Council by 31 December 2015	RSEP project priority list submitted to Council by 31 December 2015	0		1	**[D47] Municipal Manager:** 176260 - 9.1.5 REGIONAL SOCIO-ECONOMIC PROGRAMME (RSEP) PORTFOLIO OF INTERVEN-TIONS 21-12-2015 12:13 T262871 - Implement the Resolution 9.1.5 RSEP PORTFOLIO OF INTERVEN-TIONS Council 2015-11-16 Municipal Manager Social Development and Human Capital Development RESOLVED: C60/2015 That in respect of REGIONAL SOCIO-ECONOMIC PROGRAMME (RSEP) PORTFOLIO OF INTERVEN-TIONS Discussed by Council at the Council meeting held on 16 November 2015: Council approves: 1. that the RSEP Portfolio of Interventions (as informed by the engage-ments guided by the RSEP Process Plan previously approved by Council) be accepted as representa-tive of the RSEP specific needs of the communities of Avian Park, Riverview, Roodewal and Zwelethem-ba; 2. that the RSEP Portfolio of Interventions	1	1		

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
						be aligned with the RSEP Management Plan of the Western Cape Government and used as the basis for the budgets of own RSEP funding and RSEP grant funding received from the Western Cape Government for 2016/17 and 2017/18 and 3. that the Portfolio of Interven-tions referred to in 1) above be reviewed and submitted to Council for approval before the end of November 2017 if the Western Cape Government extends the RSEP beyond 30 April 2018. *(December 2015)*				

D) TO CREATE AN ENABLING ENVIRONMENT FOR EMPLOYMENT AND POVERTY AND POVERTY ERADICATION THROUGH PROACTIVE ECONOMIC DEVELOPMENT AND TOURISM

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
TL10	The number of FTE's created through the EPWP programme by 30 June 2016	Number of FTE's created by 30 June 2016	29	**[D233] Director: Strategic Support Services:** Performance achieves *(September 2015)*	29	**[D233] Director: Strategic Support Services:** Still in progress *(December 2015)*	58	29		**[D233] Director: Strategic Support Services:** Target/Performance to be measured at 30 June 2016 *(December 2015)*
TL11	The number of job opportunities created through the municipality's CWP programme by 30 June 2016	Number of job opportunities created by 30 June 2016	0		800	**[D234] Director: Strategic Support Services:** Still in progress *(December 2015)*	800	0		**[D234] Director: Strategic Support Services:** Target/Perfomance to be measured at 30 June 2016. *(December 2015)*

E) To provide an maintain basic services and ensure social upliftment of the Breede Valley community

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
TL35	Achieve 95% average water quality level as measured per SANS 241 criteria	% water quality level	95%	**[D472] Director: Technical Services:** See attached report *(September 2015)*	95%	**[D472] Director: Technical Services:** Report part of monthly report *(December 2015)*	95%	95%		
TL42	95% of the MIG conditional grant spent by 30 June 2016 [(Actual amount spent /Total allocation for projects)x100]	% of the MIG conditional grant allocated spent by 30 June 2016	0%	**[D479] Director: Technical Services:** MIG expenditure to date = R1,895,241 (5,68% of Dora allocation) *(July 2015)* **[D479] Director: Technical Services:** MIG expenditure to date = R3,985,572 (11,94% of Dora allocation (R33,383,000)) *(August 2015)* **[D479] Director: Technical Services:** MIG expenditure for period September 2015 to September = R5,947,972.04 (93% of the amount of R6,378,000 which was transferred to the municipality (DORA allocation first quarter). The expenditure of R5,947,972.04 represents 18% of the annual DORA allocation of R6,378,000 *(September 2015)*	0%	**[D479] Director: Technical Services:** MIG expenditure for period to October 2015 =R7,241,212 (113% of the amount of R6,378,000 which was transferred to the municipality (DORA allocation first and second quarter). The expenditure of R7,241,212 represents 21,69% of the annual DORA allocation of R33,383,000. ACIP expenditure for period to October 2015 = R515,681.04 (51.5% of ACIP allocation to the amount of R1,000,000). *(October 2015)* **[D479] Director: Technical Services:** MIG expenditure for period to November 2015 = R14,585,048 (99.31% of the amount of R14,685,397 which was transferred to the municipality (DORA allocation first and second quarter). The expenditure	0%	11.94%		

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
						of R14,585,048 represents 43,69% of the annual DORA allocation of R33,383,000. ACIP expenditure for period to November 2015 = R541,743.15 (54,17% of ACIP allocation to the amount of R1,000,000). *(November 2015)* **[D479] Director: Technical Services:** MIG expenditure for period to December 2015 = R15,422,005.(1,05% of the amount of R14,631,000 which was transferred to the municipality (DORA allocation first and second quarter). The expenditure of R15,422,005 represents 46,2% of the annual DORA allocation of R33,383,000. ACIP expenditure for period to December 2015 = R541,743.15 (54,17% of ACIP allocation to the amount of R1,000,000). *(December 2015)*				
TL51	Manage the Transhex Human Settlement Project Planning phase by monthly project meetings (except December and January)	Number of meetings	3	**[D402] Director: Community Services:** Attend Transhex meeting *(September 2015)*	2	**[D402] Director: Community Services:** Attend Transhex meeting - 19 November 2015 *(December 2015)*	5	5		

Ref	KPI	Unit of Measurement	Quarter 1		Quarter 2		Overall Performance for the mid-year ending 31 December 2015			
			Target	Comments	Target	Comments	Target	Actual	R	Corrective measures
TL54	Complete and submit a report on GAP Housing Implementation Plan to council by 31 December 2015	Report on GAP Housing Implementation Plan submitted to Council by 31 December 2015	0		1	**[D405] Director: Community Services:** GAP Housing Implementation Plan was submitted to council. *(December 2015)*	1	1		

The Top Layer SDBIP will be revised and submitted with the Adjustments Budget to Council by the end of February 2016 with the necessary motivation where key performance indicator targets require amendment as a result of the Adjustments Budget and corrections as a result of the audit outcomes of 2014/15.

Municipal Manager

Ref	Directorate	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Annual Target	Revised Target	Sep-16	Dec-16	Mar-17	Jun-17
									Target	Target	Target	Target
	Municipal Manager	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Compile a Risk Based Audit Plan and submit to the Audit Committee by 30 June 2017	RBAP submitted to the Audit Committee by 30 June 2016	All	Municipal Manager	1	1	0	0	0	1

	Municipal Manager	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Compile a strategic risk register and submit to Council by 30 May 2017	Strategic risk register submitted to Council by 30 May 2017	All	Municipal Manager	1	1	0	0	0	1

Financial Services

	Directorate	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Annual Target	Revised Target	Sep-16	Dec-16	Mar-17	Jun-17
									Target	Target	Target	Target
	Financial Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network as at 30 June 2017	Number of residential properties which are billed for water or have pre -paid meters as at 30 June 2017	All	CFO	19 006	19 006	0	0	0	19 006

	Financial Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Number of residential properties which are billed for electricity or have pre-paid meters **(excluding Eskom Electricity supplied properties)** as at 30 June 2017	Number of residential properties which are billed for electricity or have pre-paid meters **(excluding Eskom Electricity supplied properties)** as at 30 June 2017	All	CFO	22 702	22 702	0	0	0	22 702
	Financial Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2017	Number of residential properties which are billed for sewerage as at 30 June 2017	All	CFO	16 945	16 945	0	0	0	16 945

	Financial Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Number of formal residential properties for which refuse is removed once per week as at 30 June 2017	Number of residential properties which are billed for refuse removal as at 30 June 2017	All	CFO	17 148	17 148	0	0	0	17 148
	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Provide free basic water to indigent households earning less than R4000	Number of households receiving free basic water as at 30 June 2017	All	CFO	7 000	7 000	0	0	0	7 000

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Provide free basic electricity to indigent households earning less than R4000	Number of households receiving free basic electricity as at 30 June 2017	All	CFO	7 000	7 000	0	0	0	7 000

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Provide free basic sanitation to indigent households earning less than R4000	Number of households receiving free basic sanitation as at 30 June 2017	All	CFO	7 000	7 000	0	0	0	7 000

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Provide free basic refuse removal to indigent households earning less than R4000	Number of households receiving free basic refuse removal as at 30 June 2017	All	CFO	7 000	7 000	0	0	0	7 000

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2016 (Actual amount spent on capital projects/Total amount budgeted for capital projects)X100	(Actual amount spent on capital projects/Total amount budgeted for capital projects)X100 as at 30 June 2017	All	CFO	95%	95%	0%	0%	0%	95%

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant	**Percentage** achieved (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant	All	CFO	10	**45%**	0	0	0	**45%**

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	Percentage achieved (Total outstanding service debtors/ revenue received for services)	All	CFO	10%	**15%**	0%	0%	0%	**15%**

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Ratio achieved((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	All	CFO	1.8	1.8	0	0	0	1.8

	Financial Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Limit unaccounted for electricity to less than 10% by 30 June 2016 {(Number of Electricity Units Purchased -Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100}	% unaccounted for electricity by 30 June 2016 {(Number of Electricity Units Purchased -Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100}	All	CFO	10%	10%	0%	0%	0%	10%
	Financial Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Limit unaccounted for water to less than 21% by 30 June 2016 {(Number of Kiloliters Water **available from reservoirs** - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100}	% unaccounted for water by 30 June 2016 {(Number of Kiloliters Water **available from reservoirs** - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100}	All	CFO	21%	21%	0%	0%	0%	21%

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Submit the approved financial statements **for 2015/16** to the Auditor-General by 31 August 2016	Approved financial statements **for 2015/16** submitted to the AG by 31 August 2016	All	CFO	1	1	1	0	0	0

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Achieve a payment percentage of above 95% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment percentage {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	All	CFO	95%	95%	95%	95%	95%	95%

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 March 2017.	MGRO Clean Audit Plan submitted to the Municipal Manager by 31 March 2017.	All	CFO	1	1	0	0	1	0

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Compile and submit a **revenue enhancement action plan** to the Municipal Manager for consideration by **30 June 2017**	Revenue enhancement action plan submitted to the **Municipal Manager by 30 June 2017**	All	CFO	1	1	0	0	0	1

	Financial Services	Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Achieve a clean audit for the 2015/16 financial year by 31 December 2016	Clean audit achieved **for the 2015/16 financial year** by 31 December 2016	All	CFO	1	1	0	1	0	0

Strategic Support Services

	Directorate	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Annual Target	Revised Target	Sep-16	Dec-16	Mar-17	Jun-17
									Target	Target	Target	Target
	Strategic Support Services	To create an enabling environment for employment and poverty and poverty eradication through proactive economic development and tourism	The number of FTE's created through the EPWP programme by 30 June 2017	Number of FTE's **created through the EPWP programme** by 30 June 2017	All	Director: Strategic Support Services	116	116	**0**	**0**	**0**	**116**

	Strategic Support Services	To create an enabling environment for employment and poverty and poverty eradication through proactive economic development and tourism	The number of job opportunities created through the municipality's CWP programme by 30 June 2017	Number of job opportunities created **through the municipality's CWP programme** by 30 June 2017	All	Director: Strategic Support Services	800	800	0	**0**	0	**800**
	Strategic Support Services	Ensure a healthy and productive workforce and an effective and efficient work environment	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2017 [(Actual amount spent on training/total personnel budget)x100]	[(Actual amount spent on training/total personnel budget)x100]	All	Director: Strategic Support Services	1%	1%	0%	0%	0%	1%

	Strategic Support Services	Ensure a healthy and productive workforce and an effective and efficient work environment	Limit vacancy rate to 15% of budgeted post**s** by 30 June 2017 [(Number of funded posts vacant divided by budgeted funded posts)x100)	[(Number of funded posts vacant divided by budgeted funded posts)x100)	All	Director: Strategic Support Services	15%	15%	0%	15%	0%	15%
	Strategic Support Services	Ensure a healthy and productive workforce and an effective and efficient work environment	Submit quarterly reports to Council on the number of beneficiaries on the transfer of low cost housing, excluding new low cost housing developments	Number of reports submitted to Council	All	Director: Strategic Support Services	4	4	1	1	1	1

	Strategic Support Services	Ensure a healthy and productive workforce and an effective and efficient work environment	100% implementation of TASK by 30 June 2017 {(Number of posts evaluated ito TASK/ Total number of posts identified to be evaluated ito TASK)x100)	% of TASK implemented	All	Director: Strategic Support Services	100%	100%	0%	0%	0%	100%

Community Services

	Directorate	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Annual Target	Revised Target	Sep-15	Dec-15	Mar-16	Jun-16
									Target	Target	Target	Target
	Community Services	To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people	750 screenings conducted at the Shadow Centre by 30 June 2017	Number of screenings conducted by 30 June 2017	All	Director: Community Services	750	750	0	0	0	750
	Community Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Manage the Transhex Human Settlement Project Planning phase by monthly project meetings (except December and January)	Number of meetings	10; 18	Director: Community Services	10	10	3	2	2	3

	Community Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Complete and submit a report on GAP Housing Implementation Plan to council by 31 December 2016	Report on GAP Housing Implementation Plan submitted to Council by 31 December 2016	All	Director: Community Services	1	1	0	1	0	0
	Community Services	To create a unique and caring valley of service excellence, opportunity and growth	90 % of the approved capital budget spent for the construction of the fire station in De Doorns by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	% capital budget spent by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	3; 4; 5	Director: Community Services	90%	90%	0%	0%	0%	90%

Technical Services

	Directorate	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Annual Target	Revised Target	Sep-15	Dec-15	Mar-16	Jun-16
									Target	Target	Target	Target
	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	Achieve 95% average water quality level as measured per SANS 241 criteria	% water quality level	All	Director: Technical Services	95%	95%	95%	95%	95%	95%

	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	90% of the capital budget spent by 30 June 2017 for all water network upgrading projects {(Actual expenditure divided by the total approved capital budget) x 100}	% capital budget spent by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	All	Director: Technical Services	90%	90%	0%	0%	0%	90%
	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	90% of the capital budget spent by 30 June 2017 for all water supply projects {(Actual expenditure divided by the total approved capital budget) x 100}	% capital budget spent by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	All	Director: Technical Services	90%	90%	0%	0%	0%	90%

	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	90% of the capital budget spent by 30 June 2017 for all sewerage network upgrading projects {(Actual expenditure divided by the total approved capital budget) x 100}	% capital budget spent by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	All	Director: Technical Services	90%	90%	0%	0%	0%	90%
	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	90% of the capital budget spent by 30 June 2017 for the resealing of roads in the municipal area {(Actual expenditure divided by the total approved capital budget) x 100}	% capital budget spent by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	All	Director: Technical Services	90%	90%	0%	0%	0%	90%

	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	90% of the capital budget spent by 30 June 2017 for all electricity network upgrading projects {(Actual expenditure divided by the total approved capital budget) x 100}	% capital budget spent by 30 June 2017 {(Actual expenditure divided by the total approved capital budget) x 100}	All	Director: Technical Services	90%	90%	0%	0%	0%	90%
	Technical Services	To provide and maintain basic services and ensure social upliftment of the Breede Valley community	95% of the MIG conditional grant spent by 30 June 2017 [(Actual amount spent /Total allocation for projects)x100]	% of the MIG conditional grant allocated spent by 30 June 2017	All	Director: Technical Services	95%	95%	0%	0%	0%	95%